



2015

NORTH CAROLINA

DISASTER RECOVERY FRAMEWORK



NORTH CAROLINA EMERGENCY MANAGEMENT

NORTH CAROLINA DISASTER RECOVERY FRAMEWORK

The 2015 North Carolina State Recovery Framework (NCSRF) was developed by North Carolina Emergency Management (NCEM) to replace the 2012 State Recovery Operations Plan. NCEM transitioned the State Recovery Operations Plan to a State Recovery Framework to better align their recovery efforts with those at the Federal Level as described in the National Disaster Recovery Framework (NDRF). This transition from Operational Plan to Framework will help the State of North Carolina remain at the forefront of recovery planning. Expanding on the six Recovery Support Functions at the Federal level, NCEM created a total of eleven Recovery Support Functions, including the additions of the Education Recovery Support Function and the Cultural Resources Recovery Support Function.

The goal of the 2015 NCSRF is to offer direction to the North Carolina Disaster Recovery Task Force in their mission to address the unmet needs of communities affected by any disaster. The Framework describes the role of State agencies and their partners in assisting with recovery efforts and is designed to address the complex and unique nature of disasters. Successful recovery efforts rely upon the Whole Community. Because of this tenet, NCEM brings together all players, both public and private, that provide disaster recovery services.

The NCSRF is updated on a yearly basis by the Recovery section of NCEM. During this process, all of the players at the Local, State, and Federal level are brought together to discuss changes, updates, and possible alterations to each Recovery Support Function.

This redesign and update of the 2015 NCSRF framework was crafted through a partnership between many state agencies, different branches of North Carolina Emergency Management (NCEM) and the Federal Emergency Management Agency (FEMA). With special thanks for their work on this update, we would like to acknowledge Lauren Parker, 2014 Summer Intern, FEMA Corps Team Summit Four members Kevin White, Team Leader, and the following team members, Chay Combs, Katie Hammond, Forest Machala, Gabi Mleczko, Malik Shaw, Cynthia Silva, Katie Sullivan, and Katy Wilbur.

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RECORD OF CHANGES AND ANNUAL REVIEW

Change Number	Date of Change	Date Posted	Initials
	9-16-2016	9-16-2016	WLE
	10-17-2016	10-17-2016	WLE
	10-18-2016	10-18-2016	NB/WLE

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NORTH CAROLINA DISASTER RECOVERY FRAMEWORK

Introduction

Purpose

The purpose of the NC Recovery Framework is to establish the procedures and activities used by the State of North Carolina to return to pre-disaster conditions as quickly and efficiently as possible following an event. It describes missions, organization, and concept of operations for the **NCEM Recovery Section** during activation. The framework should be used as a guiding document during the recovery phase of an event (Response phase activities are identified and outlined in the North Carolina Emergency Framework [NCEF]). It is intended in all instances to be consistent with the *National Incident Management System (NIMS)* and *National Recovery Framework (NRF)*.

Scope

This framework is designed to address recovery activities following a disaster event in North Carolina. It applies to all State government departments and agencies which are tasked to provide assistance after an event occurs. This framework describes the fundamental policies, strategies, and general concept of operations to be used from the onset of an event through the post-disaster phase. The federal counterpart to this document is the National Disaster Recovery Framework, coordinated through the **Department of Homeland Security (DHS)**, **Emergency Preparedness and Response**, and **Federal Emergency Management Agency (FEMA)**. Mitigation activities are described in the State Hazard Mitigation Plan (sometimes referred to as the 322 Plan). Recovery is a complex and long-term process that involves a range of activities and many participants. Recovery begins shortly after the disaster event occurs and can continue for many years. It involves short-term restoration of essential community functions and long-term rebuilding. It also incorporates hazard mitigation as the restoration and rebuilding take place.

Mission

The mission of the federal, State, and local governments, as well as private disaster relief organizations, in disaster recovery operations is to provide immediate assistance to reduce or relieve human suffering and support the restoration of essential services. The State will coordinate and direct those operations when local government resources are inadequate or exhausted. The State will request and coordinate assistance from other states, the federal government, and private disaster relief organizations as necessary and appropriate.

Organization

This framework consists of the following:

- I. The Basic Recovery Framework describes the purpose, scope, situation, policies, and concept of operations for State recovery activities following an event.
- II. Annex A and its subsections detail recovery functions and responsibilities for various events.

Situation and Assumptions

Climate

The entire state is susceptible to frontal and air mass thunderstorms and North Carolina experiences 14 tornadoes per year on average. These storms might occur at any time but are most likely in the spring and summer months. During each hurricane season (June 1 – November 30), the North Carolina coast likely will be threatened, if not struck, by at least one tropical storm. Winter storms, generally approaching from the southwest, are triple threats for North Carolina. Depending on their exact tracks, they deliver heavy snow, severe icing, or heavy rain and sometimes may cause flooding.

Demographics (Vulnerability Analysis)

The population of North Carolina is estimated at over 9.5 million (US Census Bureau, 2010 estimate) spread over a land area of slightly more than 31 million acres. Approximately one third of the North Carolina population lives in the Coastal Plain (however, the population is not evenly distributed throughout that area). Most of the Coastal Plain population is concentrated in the southern section where the major military installations are located. The Piedmont is only one-third the total area of the State but accounts for more than one-half of the State's population. The population is concentrated in the Piedmont Crescent, a large, loosely-defined area that stretches from Charlotte through the Statesville, Winston-Salem, Greensboro-High Point area, and Burlington to the Raleigh-Durham-Chapel Hill area. The Mountain region is the smallest and least populated section in the State (approximately 15% of the population).

Hazards Analysis

The principal hazards to which the State of North Carolina is vulnerable are as follow:

- I. **Natural Hazards**
 - A. **Tornadoes**

The entire State is vulnerable to the effects of tornadoes and other severe weather associated with thunderstorms including damaging winds, hail, dangerous lightning, and flooding.

B. Hurricanes

Hurricanes constitute threats in the form of high winds, wave action, storm surge, inundation and other flooding to coastal areas. Wind and water damage can extend to inland parts of the state. Excessive rainfall from hurricanes can result in extensive and damaging inland-river flooding.

C. Flooding

Generally associated with other severe weather, flooding may be in the form of flash floods, main river floods, dam failure, or flooding from wind-driven or wind-held water. Flooding in one of these forms affects certain areas of the State each year.

D. Winter Storms

Snow and ice storms can affect any part of the state, although blizzards with extreme cold, snow, and high winds are infrequent.

E. Droughts

Droughts occur and can affect the agricultural interests in any part of the State. Water shortages related to drought conditions can affect entire communities.

F. Wildfire

Fires can cause disastrous timber and agricultural losses. Dry foliage, rough terrain, and climatic conditions conducive for fires are elements of nature that increase the risk for fires; however, most fires are caused by man. A higher risk for loss of life and property is presented where urban areas interface with forested areas. North Carolina ranks second only to California in forest fire potential.

G. Earthquakes

North Carolina's vulnerability to earthquakes is moderate. The eastern part of the state is in seismic risk zone 1 and less vulnerable to earthquake damage than the western part, which is in seismic risk zone 2. The North Carolina coast, however, is possibly vulnerable to tsunamis that could result from seismic activity well out in the Atlantic Ocean.

H. Pandemic

As the world becomes ever more interconnected through trade and travel, the threat of a pandemic to the citizens of the United States increases by the year. With major airports, seaports, and international commerce, North Carolinians are particularly at risk for coming into contact with new diseases.

II. **Technological Hazards**

A. **Fixed Nuclear Facility Accidents**

Three nuclear power plants operate in North Carolina. Seven others have 50-mile ingestion pathways that include parts of North Carolina. In all, seventy counties are affected.

B. **Hazardous Materials**

Individuals, businesses, and government agencies in North Carolina generate, store, and transport hazardous materials throughout the state. The **Environmental Protection Agency (EPA)** ranks the State eleventh in the generation of hazardous waste.

C. **Nuclear Threat/Attack**

As long as nuclear weapons exist, nuclear attack is a possibility. An attack upon the United States could subject all counties to radioactive fallout. According to the **Department of Defense** and the **Federal Emergency Management Agency (FEMA)**, North Carolina has several probable target areas. This could subject many counties to the direct effects of nuclear weapons. No county can expect immunity from the direct or indirect effects.

D. **Energy Emergency**

An energy emergency exists when there is an acute shortage of required energy resources to the extent that necessary services are threatened and the protection of public health is imperiled. A general energy emergency may involve all facets of multi-hazard planning to include alert and notification, response, evacuation, and sheltering of certain populations.

E. **Mass Casualties/Mass Fatalities**

Many of the hazards listed here may result in mass casualties and even mass fatalities. This would require special attention from health care facilities, medical examiners, and mortuary authorities.

F. **Terrorism**

Historically, North Carolina has not been a prime target for terrorism. The threat is worldwide; however, and it cannot be ignored. The **US Military** has been a frequent target for terrorists and, since North Carolina has a very significant military presence, the threat is increased. There are other targets as well. Terrorist activity may range from hostage situations to threats against fixed nuclear facilities.

G. **Foreign Animal (Livestock) Disease**

There is a possibility of widespread livestock disease (even epidemic) in North Carolina. Considering the large hog population, for instance,

widespread disease in that industry could cause economic devastation in large portions of the State.

H. **Landslides**

According to the **United States Geological Survey (USGS)**, landslides are a major geologic hazard that occur in all 50 states, cause \$1 to \$2 billion in damages and result in an average of more than 25 fatalities each year (USGS, 1997). Landslides are especially troubling because they often occur with other natural hazards such as earthquakes and floods. Deadly manifestations of landslides are debris flows. Some landslides move slowly and cause damage gradually, but others move so rapidly that they can destroy property and take lives suddenly and unexpectedly. An example of the latter might be called a mudslide, mudflow, or a debris avalanche. Such a fast-moving landslide generally occurs during intense rainfall on saturated soil. It usually starts on a steep hillside as soil slumps or slides liquefy and accelerate to speeds as great as 35 miles per hour.

I. **Dam Failure**

There are 4,600 dams in North Carolina. According to the **Division of Land Resources**, 1,700 of these pose a risk to public safety and property should failures occur. Communities continue to develop along the state's rivers—many in potential dam-failure inundation zones. Further exacerbating the potential risk to citizens is the disrepair of many dams and the difficulties involved in delivering timely warnings to the public.

III. **Planning Assumptions**

- A. There are three organizational separations for governmental recovery actions: local, state, and federal. Recovery is a general responsibility of all governments working together.
- B. City and county governments will develop plans to recover from disaster events using resources to the extent of their capabilities.
- C. Counties will enter into mutual aid agreements with each other as necessary to use their resources most effectively in disaster recovery.
- D. State agencies have emergency resources and expertise beyond the capabilities of local government. These can be used to assist in disaster recovery.
- E. Federal agency resources and expertise can be mobilized to augment local and state efforts in recovery activities that are beyond the state and local government capacities.
- F. **North Carolina Voluntary Organizations Active in Disaster (NCVOAD)** is an association of agencies and organizations with significant resources (personnel, equipment, material) that may be accessible during recovery actions.

Concept of Operations

General

The State of North Carolina uses the *National Incident Management System (NIMS)* and the *Incident Command System (ICS)*. This system, originally created to combat wildfire, provides a rational model to prioritize and manage recovery operations.

- A. As required by General Statute 166 A-2, it is the responsibility of local and state government to organize and plan for the protection of life and property from the effects of hazardous events.
- B. When the resources of local government are exhausted or when a needed capability does not exist within a local government, the local units of government request assistance from the State.
- C. The **State Emergency Operations Center (EOC)** will be staffed and operated as the situation dictates. The **EOC** will be activated during the response phase and continue through the recovery phase as necessary.
- D. As the situation develops or additional assistance is required, **SERT** agency representatives may be deployed as **Incident Management Teams (IMTs)** to the counties to provide assistance.
- E. The Director of **Emergency Management** may recommend the **Governor** issue an emergency proclamation.
- F. Based on the severity and magnitude of the situation, the **Governor** may request that the **President** declare a major disaster or an emergency for the State. **North Carolina Emergency Management (NCEM)** will alert **FEMA** that a request for federal assistance will be submitted. **FEMA** may pre-deploy a **Liaison Officer** to the **State EOC** and deploy an Emergency Response Team Advanced Element when a Presidential declaration appears imminent. This request for assistance will go from the **Governor** through **FEMA**. **FEMA** will conduct an eligibility review, which will be submitted with the request to the **President**. With a Presidential declaration, **FEMA** is authorized to use the authority of the Stafford Act to reimburse public assistance recovery claims against the Disaster Relief Fund.
- G. Federal assistance will be provided to the State through a Unified Coordination Group assigned to a **Joint Field Office (JFO)**. The **Secretary of Homeland Security** will normally appoint a **Principal Federal Official (PFO)** and/or a **Federal Coordinating Officer (FCO)**. According to the National Recovery Framework, the federal government will provide assistance using Emergency Support Functions (ESFs).
- H. Planning for recovery will be implemented at the same time local governments are taking emergency response actions necessary to protect the public. Preparations will be made for rapid deployment of resources necessary to facilitate recovery.
- I. With **State Emergency Response Team (SERT)** deactivation, emergency management moves from the response phase to the recovery phase. Initial

recovery is marked by establishment of the **JFO**. **FEMA** establishes the **JFO** near the disaster site (often, but not always, initially in Raleigh) and staffs it with reservists who have appropriate expertise. **NCEM** and other State agencies provide liaison and augmentation as required at the **JFO**. **NCEM** personnel remain at the **JFO** as long as necessary to coordinate long-term assistance to disaster victims.

- J. Through our **State Emergency Response Commission (SERC)** we have a Recovery Committee which is supported by the **State Disaster Recovery Taskforce (SDRT)**. The **SDRT** is made up of the primary agencies of the recovery support functions. This structure, working together, will help assist communities in meeting their recovery needs. The designated Governor's Authorized Representative/State Coordinating Officer serves at the pleasure of the Governor to assume a leadership role as the Chair of the Statewide Disaster Recovery Task Force.
- K. Recovery efforts continue at the State-established **Disaster Recovery Operations Center (DROC)** after **FEMA** closes the **JFO** and redeploys reservists.
- L. **NCVOAD** will have a presence at the **EOC** and **JFO** to communicate recovery needs and efforts to member organizations and partners who may provide needed resources. **NCVOAD** will also engage in activities with partner organizations to form/create local long-term recovery groups in areas affected by the event

Organization and Responsibilities

State

After a State Emergency or Disaster Declaration is made and damage assessments have been conducted by county and state emergency management staff, the governor will issue a proclamation that defines the disaster area and declares it a *Type 1, 2, or 3 Disaster*.

- A. *Type 1 disasters* are smaller and more localized, such as a tornado or isolated flooding. The State is able to respond to the emergency and recover without federal financial or physical assistance
- B. *Type 2 disasters* cause more damage on a larger area, such as a hurricane or ice storm that impacts several counties. Federal assistance is required to recover from the disaster. However, states must request that financial assistance from **FEMA** and submit damage assessments that meet the financial threshold.
- C. *Type 3 disasters* devastate a widespread area and cause catastrophic damage, such as a major hurricane. Again, federal assistance is required to recover from the disaster. States must request that financial assistance from **FEMA** and submit damage assessments that meet the financial threshold.

There are four major categories of financial assistance to help individuals and agencies recuperate from a natural or manmade disaster:

- A. The Individual and Households Program provides grants that help homeowners or renters replace their personal property, rent temporary housing, repair or replace their houses, and pay for any related medical or dental expenses.
- B. The **Small Business Administration** provides low-interest loans that help homeowners or renters replace their personal property, rent temporary housing, and/or repair or replace their homes. It also provides low-interest loans to businesses to repair or rebuild their property and to recover from loss of wages and income.
- C. The Public Assistance Grants Program helps city or county governments and certain nonprofit agencies recuperate costs from responding to the disaster and reimburse costs to clear debris, repair roads and bridges, and repair or replace buildings or utilities.
- D. The Hazard Mitigation Grant Program helps minimize the cost of future disasters by relocating structures out of flood zones or other hazard-prone areas, flood-proofing critical facilities, or completing projects that minimize damage from natural hazards.

Federal

The **Robert T. Stafford Disaster Relief and Emergency Assistance Act** (PL 93-288, as amended) provides the authority for the Federal government to respond to disasters and events in order to provide assistance to save lives and protect public health, safety, and property.

- A. Designated departments and agencies have been assigned responsibilities under the National Response (and Recovery) Framework. These agencies are respectively grouped under Emergency Support Functions (ESFs). Each ESF is headed by a primary agency, which has been selected based on its authorities, resources, and capabilities in the particular functional area.
- B. Other agencies have been designated as support agencies for one or more ESFs based on their resources and capabilities to support the functional area. The ESFs serve as the primary mechanism through which federal response assistance will be provided to assist the State in meeting response and recovery requirements in an affected area. Federal assistance will be provided under the overall direction of the **Principal Federal Officer (PFO)** or, if a **PFO** is not assigned, under coordination of the **FCO**.
- C. Federal assistance is to supplement State and local government response and recovery efforts. ESFs will coordinate with the **FCO** and the affected State to identify specific response and recovery requirements and will provide federal response assistance based on State identified priorities.

Activation

- I. The North Carolina Disaster Recovery Framework will be activated when a disaster has occurred or is imminent. The **Governor** may issue an executive order (or proclamation of state of emergency) that activates the emergency response, recovery, and mitigation aspects of State, local, and inter-jurisdictional disaster plans that apply to the disaster area.
- II. Based on the severity of the event the **State Disaster Recovery Task Force** may be activated and call all Recovery Support Functions to convene with the intent of addressing any unmet needs as a result of the disaster.
- III. Should the event evolve into a disaster with appropriate declarations, State personnel will augment the Federal Joint Field Office, when established, and continue recovery activities from the **State Disaster Recovery Operations Center** after **FEMA** has closed the **JFO**.

Continuity of Government

Line of Succession

A. State

The **Governor** shall have general direction and control of all aspects of the State Emergency Management program including the preparation for, response to, and recovery from war or peacetime disasters (NCGS 166A-5). The **Lieutenant Governor** shall become **Governor** upon the death, resignation, or removal from office of the **Governor**. During the absence of the **Governor** from the State, the **Lieutenant Governor** shall be **Acting Governor**. The continuing line of succession as Acting **Governor** shall be as prescribed by law. Next in the line are the **President of the Senate** and **Speaker of the House of Representatives**. If none of the above can act as **Governor**, then the **Officer of the State of North Carolina** who is highest on the following list, and who is not under disability to serve as **Acting Governor**, shall then become **Acting Governor**: **Secretary of State, Auditor, Treasurer, Superintendent of Public Instruction, Attorney General, Commissioner of Agriculture, Commissioner of Labor, and Commissioner of Insurance**.

B. State Departments and Agencies

All State departments and agencies within departments must establish lines of succession in accordance with laws governing their organizations.

Delegation of Emergency Authority

- A. NCGS 166A: NC Emergency Management Act

This act establishes the authority of the **Governor**, State agencies, and local governments in mitigation of, preparation for, response to, and recovery from natural and man-made disasters or hostile military action.

B. NCGS 14.288: Riots and Civil Disorders

This act establishes the authority of state and local governments to respond to rioting and civil disorder.

C. NCGS 115C-242: Use of North Carolina School Buses

This act establishes the authority to use North Carolina school buses for emergency management purposes during disasters declared in accordance with NCGS 166A.

D. NCGS 143B-476: Department of Public Safety Emergency Powers and Duties

This act establishes the authority of the **Secretary of Public Safety** to coordinate activities of all State agencies and resources in response to a disaster.

Vital Records

The **Department of Cultural Resources** is primarily responsible for maintaining health, birth/death, land, criminal, tax, licensing, legal, utility, system map, fire department, public works, and any other records necessary for continuing government functions. Each department of state government is responsible for establishing its own records retention program in accordance with the laws governing that department. Emergency management records and files are reviewed annually, and records identified for retention are sent to the **State Records Center**.

Protection of Government Resources

Emergency Management resources, facilities, and personnel are sufficiently dispersed and located to ensure relative survivability during a disaster. State and local governments should have plans in place to safeguard key personnel, facilities, and general resources. Jurisdictions along flood plain areas should apply procedures to the 100-year flood plain. School buses should be parked in safe areas and supplies or essential equipment should be located in varied locations to prevent inadvertent loss. Key personnel should be trained in periodic exercises to become familiar with emergency roles.

Plan Development and Maintenance

Planning

- A. State, public, and private organizations share responsibility for safeguarding the public's health and safety. It is essential that the response and recovery activities of all parties be fully integrated.
- B. This framework has been developed and coordinated with all participating organizations, and it provides for the integrated response and recovery

activities. This allows each organization to have a clear understanding of its role during emergencies and disasters.

Review

- A. This framework will be reviewed as necessary, but at least annually.
- B. Each stakeholder agency involved is responsible to keep applicable portions of the framework, together with annexes and appendices thereto, accurate and up to date.

Changes to Framework

- A. All readers are invited to submit recommended changes to this plan. Changes should be justified and keyed to page and paragraph numbers. Recommended changes should be made in the form of substitute language and forwarded to the **Division of Emergency Management (NCEM)**, Attention: Recovery Section, 4238 Mail Service Center, Raleigh, NC 27699-4238. Changes to the plan will be published and distributed as necessary.

Legal Immunities and Liabilities

Several provisions in NCGS 166A 14 and 15, “North Carolina Emergency Management Act” provide for the protection of individuals involved in training for and conducting emergency operations. Questions pertaining to these matters should be referred to the **Crime Control Section** of the **North Carolina Justice Department**.

References

- I. *North Carolina Disaster Recovery Guide*.
- II. NCEM Recovery Public Assistance Administrative Plan.
- III. NCEM State Hazard Mitigation Plan.

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Leadership		2015 North Carolina State Disaster Recovery Task Force		
Governor	Pat McCrory			
State Budget Director	Andrew Heath			
Secretary of Public Safety	Frank Perry			
SERC Commissioner	Sharron Stewart			
SERC Commissioner	Rick McIntyre			
Director of Emergency Management	Michael Sprayberry			
NCEM Assistant Director, Recovery Chief	Joe Stanton			
Agency	Name	Position Title	Phone (919)	Email
Agriculture				
NCDA&CS	Sharron Stewart	Director of Emergency Programs	807-4300	sharron.stewart@ncagr.gov
NC State Cooperative Extension	Mike Yoder	Coordinator	513-3509	mjyoder@ncsu.edu
NC Agriculture Finance Authority	Frank Bordeaux	Executive Director	790-3949	frank.bordeaux@ncagr.gov
USDA Farm Service Agency	Bob Etheridge	Director	875-4800	bob.etheridge@nc.usda.gov
USDA Agricultural Statistics Service	Dee Webb	Director	856-4394	ncagstat@ncagr.gov
Business and Workforce				
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NCDOC, Division of Workforce Solutions	Danny Giddens	Director of Operations	814-0325	daniel.giddens@nccommerce.com
SBTDC	Scott Daugherty	Assistant Vice Chancellor & State Director	715-7272	sdaugherty@sbtcdc.org
Communications and Outreach				
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NCDPS, Communications Office	Julia Jarema	PIO	825-2270	julia.jarema@ncdps.gov
Office of the Governor	Josh Ellis	Communications Director	814-2100	josh.ellis@nc.gov
Cultural Resources				
NCDCR	Sarah Koonts	Collections Management Branch Supervisor	807-7339	sarah.koonts@ncdcr.gov
NCDCR	Ramona Bartos	Deputy State Historic Preservation Officer	807-6583	ramona.bartos@ncdcr.gov
Education				
NC Community College System	Dr. James Williamson	President	807-6951	williamson@nccommunitycolleges.edu
University of North Carolina System	Brent Herron	Vice President, Campus Safety and Operations	962-4594	bherron@northcarolina.edu
Environment				
NC DENR	Kenneth Taylor	Disaster Response Coordinator	707-9211	kenneth.b.taylor@ncdenr.gov
USDA NRCS	Matt Flint	Assistant State Conservationist	873-2124	matt.flint@nc.usda.gov

NC Disaster Recovery Framework
2015

Agency	Name	Position Title	Phone (919)	Email
Health and Human Services				
DHHS, Division of Medical Assistance (DMA)	Robin Cummings	Director	855-4100	Robin.cummings@dhhs.nc.gov
Housing				
NC Housing Finance Agency	Paul Kimball	Manager of Rental Assets	877-5700	pekimball@nchfa.com
Division of Rural Development	Patricia Mitchell	Assistant Secretary	571-4900	pat.mitchell@nccommerce.com
NCEM, Individual Assistance	Warren Moore	Section Manager	825-2283	warren.moore@ncdps.gov
USDA Rural Development	Randall Gore	NC State Director	873-2000	randy.gore@nc.usda.gov
Intergovernmental Relations				
NCDPS	Will Polk	Special Counsel	733-2126	will.polk@ncdps.gov
Office of the Governor	Thomas Stith	Chief of Staff	814-2111	thomas.stith@nc.gov
NC League of Municipalities	Najuma Thorpe	Director of Communications and Member Relations	715-3931	nthorpe@nclm.org
NCEM, Public Assistance	Andy Innis	Section Manager	825-2326	andy.innis@ncdps.gov
NCACC	Rebecca Troutman	Director of Intergovernmental Relations	715-4360	rebecca.troutman@ncacc.org
Risk Management				
NCDPS	Will Polk	Special Counsel	733-2126	will.polk@ncdps.gov
Department of Justice	Cheryl Perry	Assistant Attorney General, DPS	716-6565	cperry@ncdoj.gov
NCDOI, Office of State Fire Marshall	Jack Cooke	Director, Risk Management Division	661-5880 x227	jack.cooke@ncdoi.gov
Office of Purchasing and Contracts	Sam Byassee	Deputy State Purchasing Officer, Contracts Management	807-4533	sam.byassee@doa.nc.gov
Transportation and Infrastructure				
NCDOT	Josh Kellen	Disaster Recovery Engineer	835-8491	jlkellen@ncdot.gov
NCEM, Public Assistance	Andy Innis	Section Manager	825-2326	andy.innis@ncdps.gov
NC DENR, Energy, Mineral & Land Resources	Russell Duncan	Energy Assurance Manager	707-9244	russell.duncan@ncdenr.gov
Volunteers and Donations				
Office of the Governor	Jeff Mixon	Director, NC Commission on Volunteerism & Community Service	919-814-2065	jeff.mixon@nc.gov
NC VOAD	Cliff Harvell	President	252-341-7008	cliffharvell@nccumc.org

Primary & Secondary State Agencies:

Agency Names/RSF	Emergency Management	Intergovernmental Affairs	Volunteers & Donations Management	Health & Human Services	Infrastructure	Business & Workforce	Environmental Preservation	Housing	Agriculture	Cultural Resources	Education
Emergency Management	P	P	S	S	S	P	S	P	S	S	S
Department of Administration										S	S
Department of Agriculture				S	S		S		P		
Department of Commerce						S		S			
Department of Cultural Resources										P	
Department of Environmental Resources				S	S		P		S		
Department of Health and Human Services				P				S			
Department of Insurance						S					
Department of Public Instruction											S
Department of Transportation					P	S					
Housing Finance Agency								S			
Utilities Commission				S	S						
Community College System											S
Office of the Governor		S	P								
University of North Carolina System						S					P
League of Municipalities		S									
Association of County Commissioners		S									
State Agricultural Response Team									S		
Cooperative Extension				S	S						
Wildlife Resources Commission								S	S		

NORTH CAROLINA DISASTER RECOVERY FRAMEWORK

COMPREHENSIVE AGENCY LIST

Tasked Agencies

Primary State Agencies:

- NC Department of Administration (NCDOA)
 - Division of Non-Public Education
- NC Department of Agriculture and Consumer Services (NCDA&CS)
 - Emergency Programs Division (EP)
 - Forest Service
- NC Department of Commerce (NCDOC)
 - Division of Community Assistance
- NC Department of Cultural Resources (NCDCCR)
 - Division of Archives and Records
 - Division of Historical Resources
- NC Emergency Management (NCEM)
- NC Department of Environment and Natural Resources (NCDENR)
 - Division of Water Quality (DWQ)
- NC Department of Health and Human Service (NCDHHS)
 - Division of Child Development and Early Education (DCDEE)
 - Division of Environmental Health (DEH)
 - Division of Mental Health, Developmental Disabilities, and Substance Abuse Services (MH/DD/SAS)
 - Division of Public Health
 - Division of Social Services (DSS)
 - Office of Citizen Services (OCS)
 - Substance Abuse Services (SAS)
- NC Department of Insurance (NCDOI)
- NC Department of Public Safety (DPS)
- NC Department of Public Instruction (NCDPI)
 - Safe and Healthy Schools Support (SHSS)
- NC Department of Transportation (NCDOT)
- NC Commission on Volunteerism and Community Service
- NC Cooperative Extension (NCCE)

Support Agencies/Organizations:

- Advisory Council on Historic Preservation (ACHP)
- Alliance for Response (AFR)
- American Institute of Conservation (AIC)
- Centers for Disease Control (CDC)

Child Care Resource and Referral Council
Coastal Resources Commission (CRC)
Cooperative Extension Services Offices
Council of State Archivists (CoSA)
County Animal Response Team
Cultural Resources Emergency Support Team (CREST)
Disaster Recovery Center (DRC)
Disaster Recovery Operations Center (DROC)
Emergency Management Assistance Compact (EMAC)
Emergency Operations Center (EOC)
Food and Nutrition Service (FNS)
Head Start Association
Heritage Preservation (HP)
Incident Command System (ICS)
Internal Revenue Service (IRS)
Mountain Area Cultural Resources Network (MACREN)
National Archives (NARA)
National Historical Publications and Records Commission (NHPRC)
NC Association of Independent Schools (NCAIS)
NC Community College System (NCCCS)
NC Cooperative Extension (NCUC)
NC Emergency Framework (NCEF)
NC Emergency Response Commission
NC Emergency Support Functions (NCESF)
NC Home Builders Association (NCHBA)
NC Housing Finance Agency (NCHFA)
NC Independent Colleges and Universities (NCICU)
NC League of Municipalities (NCLM)
NC Partnership for Children
NC Preservation Consortium
NC State Agriculture Response Team (NC SART)
NC Voluntary Organizations Active in Disaster (NCVOAD)
North Carolina Association of Independent Schools
Small Business and Technology Development Center (SBTDC)
Smart Start & the NC Partnership for Children
Southeast NC Voluntary Organizations Active in Disaster
State Disaster Recovery Team (SDRT)
State Emergency Response Taskforce (SERT)
State Farm Services Agency
State Historical Records Advisory Boards (SHRAB)
Triangle Area Cultural Resources Network (TACREN)

U.S. Environmental Protection Agency (EPA)
United Methodist Committee on Relief (Methodist Disaster Team)
University of NC System (UNC)
Voluntary Organizations Active in Disaster (VOAD)
Volunteer Reception Center
Wildlife Resources Commission
Division of Engineering Services

Supporting Federal Agencies:

Federal Emergency Management Agency (FEMA)
Individual Assistance (IA)
Public Assistance (PA)
Federal Highway Administration (FHWA)
U.S. Army Corps of Engineers (USACOE)
U.S. Department of Agriculture (USDA)
Animal and Plant Health Inspection Service (APHIS)
County Emergency Board (CEB)
Farm Service Agency (FSA)
Natural Resource Conservation Service (NRCS)
U.S. Department of Homeland Security (DHS)
U.S. Department of Housing and Urban Development (HUD)
U.S. Department of Labor
Occupational Safety and Health Administration (OSHA)
U.S. Department of Transportation (DOT)
U.S. Fish and Wildlife Service (FWS)
U.S. Food and Drug Administration (USFDA)
U.S. Nuclear Regulatory Commission (NRC)
U.S. Small Business Administration (SBTDC)

COMPREHENSIVE ACRONYM LIST

STATE

CEB -	County Emergency Board
CRC -	Coastal Resources Commission
DCD -	Division of Child Development
DFR -	Division of Forest Resources
DHHS -	Department of Health and Human Services
DHHS DPH -	Division of Public Health
DHHS DEH -	Division of Environmental Health
DHHS DMH -	Division of Mental Health
DHHS SS-	Division of Social Services
DPS -	Department of Public Safety
FNS -	Food and Nutrition Service
FSA -	Farm Service Agency
NCGIS -	NC Geographic Information Systems
NCACC -	North Carolina Association of County Commissioners
NCDA&CS -	North Carolina Division of Agriculture and Customer Service
EP -	Emergency Programs Division
NCEDENR -	NC Department of Environment and Natural Resources
NCDENR DPH -	Division of Public Health
NCDENR DWQ -	Division of Water Quality
NCDOC -	North Carolina Department of Corrections
NCDOT -	North Carolina Department of Transportation
NCEM -	North Carolina Emergency Management
NCHBA-	North Carolina Home Builders Association
NCHFA -	North Carolina Housing Finance Agency
NCLM -	NC League of Municipalities
NCUC -	NC Utilities Commission
NCVOAD -	North Carolina Voluntary Organizations Active in Disaster
OCS -	Office of Citizen Services
OEMS -	Office of Emergency Medical Services
RPA -	NC Recreation & Park Association
SART -	State Animal Response Team
SCO -	State Coordinating Officer
SDRT -	State Disaster Recovery Taskforce
SERT -	State Emergency Response Team
SHMO -	State Hazard Mitigation Officer
UMCR -	United Methodist Committee on Relief
VMAT-	Veterinary Medical Assistance Team
NC VRC -	NC Veterinary Response Corps
WRC -	Wildlife Resources Commission

FEDERAL

B&WK-	Business and Workforce
CDBG -	Community Development Block Grants
CDC -	Center for Disease Control
CGIA -	Center for Geographic Information and Analysis
DPAO -	Deputy Public Assistance Officers
DRC -	Disaster Recovery Center
DSCO -	Deputy State Coordinating Officer
EDO -	Executive Director for Operations
EOC -	Emergency Operations Center
ESF -	Emergency Support Function
FCO -	Federal Coordinating Officer
FEMA -	Federal Emergency Management Agency
FHWA -	Federal Highway Administration
FCIC -	Federal Citizens Information Center
HUD -	Department of Housing and Urban Development
IA -	Individual Assistance
JFO -	Joint Field Office
NRC -	U.S. Nuclear Regulatory Commission
NRF -	National Response Framework
OSHA -	Occupational Safety and Health Administration
PA -	Public Assistance
PAC-	Public Assistance Coordinator
PAO -	Public Assistance Officer
PDA -	Preliminary Disaster Assessment
PIO -	Public Information Officer
RAP-	Risk Assessment and Planning
RSF -	Recovery Support Function
SBA -	Small Business Administration
SBTDC -	Small Business and Technology Development Center
SCL -	Special Considerations Liaison
VOL&DON -	Volunteer and Donations
USCOE/USACE -	U.S. Army Corps of Engineers
USDA -	U.S. Department of Agriculture
USDA APHIS -	Animal and Plant Health Inspection Service
USDOT -	US Department of Transportation
USEPA -	US Environmental Protection Agency
USFDA -	U S Food and Drug Administration
USFWS -	U.S. Fish and Wildlife Service

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ANNEX A

NORTH CAROLINA RECOVERY OPERATIONS FRAMEWORK

FUNCTIONS AND RESPONSIBILITIES

Purpose

This annex assigns functional responsibilities to appropriate state departments and agencies, as well as private sector groups and volunteer organizations. These responsibilities are identified in recovery operations functions, specifically North Carolina Emergency Support Functions (NCESF). These functions are identified by number and correspond precisely (wherever possible) with similarly numbered federal emergency support functions.

Situation

Individual state departments and agencies, private sector groups, and volunteer agencies have special resources and capabilities that will be crucial to effective response to and recovery from a full range of disasters and emergencies (to include catastrophic events).

Assumptions

Agencies will offer their special resources and capabilities in accordance with NCGS 166A.

Mission

As described in the basic framework and various appendices to this annex.

Organization

As described in the basic framework and various appendices to this annex.

Concept of Operations

As described in the basic framework and various appendices to this annex.

References

As listed in the basic framework, Annex Y, and various appendices to this annex.

APPENDICES

- Appendix 1 Emergency Management Recovery Support Function
- Appendix 2 Intergovernmental Relations Recovery Support Function
- Appendix 3 Volunteer and Donations Management Recovery Support
Function
- Appendix 4 Health and Human Services Recovery Support Function
- Appendix 5 Infrastructure Recovery Support Function
- Appendix 6 Business and Workforce Development Recovery Support
Function
- Appendix 7 Environmental Preservation Recovery Support Function
- Appendix 8 Housing Recovery Support Function
- Appendix 9 Agriculture Recovery Support Function
- Appendix 10 Cultural Resources Recovery Support Function
- Appendix 11 Education Recovery Support Function

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APPENDIX 1 TO ANNEX A

NORTH CAROLINA DISASTER RECOVERY FRAMEWORK

EMERGENCY MANAGEMENT (RECOVERY SUPPORT FUNCTION)

Tasked Agencies

Primary State Agencies:

North Carolina Division of Emergency Management (NCEM)

Public Assistance section (PA)

Individual Assistance section (IA)

Hazard Mitigation (HM)

Risk Management

North Carolina State Emergency Response Team (SERT)

North Carolina State Disaster Recovery Taskforce (SDRT)

Support Federal Agencies/Organizations:

Federal Emergency Management Agency (FEMA)

Functions

Introduction

Purpose

To establish the procedures for assessing the impact of a disaster immediately following an event. **NCEM** also coordinates disaster recovery activities among the members of the **SDRT**. The Emergency Management RSF determines recovery priorities, identifies resource needs for disaster recovery, justifies necessary state

and federal assistance, and identifies structures unsafe for occupation. Finally, the Emergency Management RSF coordinates with **Emergency Services** in establishing the procedures for staging and allocating necessary equipment and for determining which facilities (e.g., transitional housing, sheltering) will be needed in the event of a disaster.

Scope

Activities include the following:

- I. Initial damage assessments will be conducted using windshield surveys.
- II. Information will be tabulated and entered into **WebEOC**.
- III. Assessment teams made up of federal, state, and local partners will assess affected areas and establish dollar amount assessments of damage to all public structures within their area of responsibility. Teams will also assess the level of damage to homes and businesses affected in their area of responsibility.
- IV. Assist with establishing basic needs for the population in the affected areas after an event.
- V. Assist with coordination of residents in need of housing from shelters to transitional shelters.

Concept of Operations

Pre-Event

- i. Declare a state of emergency.
- ii. Identify impact assessment information needed for recovery planning. The following are important questions that need to be answered:
 - A. What needs to be repaired?
 - B. What is the priority?
 - C. How soon does it need to be repaired?
- iii. Develop system and forms for tabulating impact assessment.
- iv. Maintain pre-disaster maps, photos, and other documents for infrastructure.

- v. Establish a system for use of **WebEOC** to include assigning authorities, training, and building forms and boards to build capacity for staffing recovery operations.

Post-Event

- I. Conduct the initial damage assessment (including windshield assessment, disaster assessment, and impact assessment) as soon as it is determined by Local and County Emergency Management staff that it is safe for disaster assessment teams to enter the impacted areas. The purpose of the initial impact assessment is to determine the extent of the disaster and whether or not outside assistance will be needed.
- II. Conduct a more detailed damage assessment with federal and state partners to determine what infrastructure has been damaged or destroyed and to identify damages for the purposes of rebuilding. This process is managed by the NCEM Recovery Section in coordination with the RCC, Area Coordinators, and County Emergency Management. These agencies determine the makeup of damage assessment teams and when to assemble them and make assignments to specific areas.
- III. Provide basic assistance (e.g., food and water) to the public, as needed. Depending upon the severity of the disaster, agencies like the **American Red Cross, Salvation Army, the Baptist Men**, and other **Voluntary Organizations Active in Disaster (VOAD)** provide mass care feeding service.
- IV. Establish dollar amount assessments of damage and insurance information for all structures, including public infrastructure and critical facilities.
- V. Compile a list of locations and damage estimates of public and private structures indicating the level of damage:
 - A. Unaffected
 - B. Affected
 - C. Minor – Damaged 20 percent or less
 - D. Major – Damaged greater than 20 percent and up to 50 percent
 - E. Destroyed – Damaged greater than 50 percent

Responsibilities

State Agencies

North Carolina Division of Emergency Management (NCEM)

Public Assistance (PA) Section:

A. Organization and Responsibilities

Overall administration of the **PA Program** is the responsibility of the **PA Branch**, which is in the **Recovery Section** of **NCEM**. The **PA Branch** will review and update the administrative plan annually, as well as whenever there is a **PA Disaster Declaration**.

B. The **PA Branch** of the **Recovery Section** within the **NCEM** is responsible for implementation of the **PA Program**

a. Management and staffing requirements:

- i. The **Recovery Chief** supervises the **Public Assistance Branch** as well as other programs within the **Recovery Section**.
- ii. The **PA Manager** administers the **PA Branch** with the supervisors directing the **Grants Managers** in the day-to-day operations and performance of the Branch. The **PA Supervisors** will serve as the **Deputy PA Officers (DPAOs)** and, in conjunction with the **State Coordinating Officer (SCO)** and the **NCEM Director - Governor's Authorized Representative (GAR)**, will administer the **State PA Program's** disaster recovery plan and field operations structure.
- iii. The **PA Branch** also employs temporary employees to fill vacant positions, unmet requirements, and missions. The **PA Branch** uses legal support at the **Department of Public Safety (DPS)** to handle specific legal/policy research. The **PA Branch** will employ selected disaster reservists who have been trained in the **PA Program** to work as **Public Assistance Officers (PAOs)** or in specialized areas such as insurance, environment, debris, historic preservation, or as established by the **PA Program** and so forth in disaster and special non-disaster events.

b. Disaster/Emergency Activation Roles/Responsibilities:

i. **Governor's Authorized Representative (GAR)**

Responsibilities:

Normally the **Director of Emergency Management** is the designated **GAR**, empowered by the **Governor** to execute, on behalf of the State, all necessary documents for disaster assistance.

- a) Responsible for State performance of hazard mitigation activities under the *FEMA-State Agreement* and 44 CFR, Subpart M (Hazard Mitigation);
- b) Designates a **State Hazard Mitigation Officer** to serve on the **FEMA**/State Survey team and a State planner to serve on the **FEMA**/State Hazard Mitigation Planning team; and
- c) Ensures that State-filled recovery operations for the initial response and all other recovery activities comply with **National Incident Management System (NIMS)** staffing and organizational requirements.

ii. **Alternate Governor's Authorized Representative (AGAR)**

Responsibilities:

The **Chief of Recovery** and the **PA Branch Manager** are designated **AGARs**. They assist the **GAR** in ensuring compliance with all **PA Program** requirements and forward applicant formal appeals, with State recommendations, to **FEMA** in accordance with the procedures outlined in 44 CFR, Section 206;

- a) Approves Large Project Closeout reports prior to submission to the **FEMA PAO**; and
- b) Approves final closeout of each applicant and payment of State share.

iii. **State Coordinating Officer (SCO) Responsibilities:**

- a) Coordinates State activities in cooperation with the **Federal Coordinating Officer (FCO)** to administer disaster recovery efforts;

- b) Coordinates State and local disaster relief activities and implements the **State Emergency Plan**;
- c) Ensures that all affected local jurisdictions are informed of the declaration, the types of assistance authorized, and the counties eligible to receive such assistance;
- d) Works with the **FCO** to establish field offices as necessary to coordinate and monitor assistance programs, and to disseminate information;
- e) Oversees the implementation of all disaster services, functions, and programs (**Human Services, Mitigation, Public Information**, etc.);
- f) Ensures any applicable State disaster recovery programs comply with Federal rules and regulations;
- g) Establishes policies for **Joint Field Office (JFO)** operations; and
- h) Requests direct Federal assistance, as necessary.

iv. **Deputy State Coordinating Officer (DSCO) Responsibilities:**

NCEM Recovery Chief normally is designated as the **DSCO**.

- a) Implements State activities in conjunction with **FEMA** to administer recovery efforts;
- b) Serves as principal point-of-contact to coordinate State and local disaster relief activities and implements the State emergency plan;
- c) Coordinates the dissemination of all disaster related information including, but not limited to, declaration status, types of assistance authorized, changes to the declaration of local jurisdictions, State agencies, as well as local and State public officials;
- d) Supervises the establishment of the **JFO** in conjunction with **FEMA**;
- e) Implements any and all applicable policies set forth by **FEMA** and the **SCO**;

- f) Oversees and manages the daily operations of the **JFO**;
- g) Approves necessary and required expenditures applicable to disaster recovery efforts and **JFO** operations;
- h) Approves the release of any information to the media and public sector;
- i) Determines the staffing and budget requirements for **JFO** operations;
- j) Assumes the **SCO** duties in the absence of the **SCO**;
- k) Performs other duties and responsibilities as directed by the **SCO**.

v. **Operations Chief Responsibilities:**

- a) Ensures the administration of disaster assistance programs in accordance with the **State Administrative Plan** and **Federal regulations**;
- b) Ensures staffing and budgeting requirements necessary for program management;
- c) Determines staffing and budgeting requirements necessary for program management;
- d) Trains and supervises operations staff; and
- e) Coordinates requests for assistance from other State agencies as needed (e.g., **State Emergency Response Teams (SERT)** functions).

vi. **Public Assistance Officer (PAO) Responsibilities:**

- a) Oversees the daily operation of the **PA Program**;
- b) Assists **FEMA PAO** in determining applicant eligibility;
- c) Assists the **GAR** in preparing all necessary and required reports;

- d) Submits 'Requests for Public Assistance' (RPA) to the **FEMA PAO**;
- e) Makes project eligibility recommendations to **FEMA PAO**;
- f) Monitors the potential disaster situation;
- g) Assesses State and Federal resource needs;
- h) Coordinates with **FEMA**, State, and local governments for **PDA** time, location, extent of damage, duration, etc;
- i) Reports non-inspected damage to **Regional Director (RD)** within 30 days of discovery;
- j) Identifies State human resources for **JFO**, including other State agencies;
- k) Completes additional tasks listed under **Public Assistance Branch** staff.

vii. **Deputy Public Assistance Officers (DPAOs) Responsibilities:**

- a) Coordinates training of **State PA** staff;
- b) Provides technical assistance and guidance to applicants, **PA Coordinators (PACs)**, and **PAOs**;
- c) Assists the **PAO** in preparing all necessary and required reports;
- d) Coordinates State support for damage survey activities;
- e) Coordinates applicant briefings;
- f) Coordinates with local governments to assess need during emergency response activities;
- g) Oversees the daily operation of the **PA Program** for assigned areas;
- h) Completes additional tasks as required.

viii. **Resource Coordinator (RC) Responsibilities:**

- a) Assists the **PAO** to determine staffing needs;
- b) Serves as lead for resource coordination/special considerations;
- c) Assigns technical specialists as requested by **PAO** or his/her designee;
- d) Coordinates with the **FEMA Federal Information Center (FIC)**;
- e) Develops a resource plan;
- f) Maintains resource tracking.

ix. **Special Considerations Liaison (SCL) Responsibilities:**

- a) Coordinates with the **RC, PAC, and environmental officers** from external agencies (e.g., **State Historic Preservation Officer**);
- b) Provides guidance to **PAO, DPAO, RC, PAC, PO,** and specialists regarding procedures, laws, and requirements for the following special considerations:
 - 1) Environmental
 - 2) Historic
 - 3) Flood Insurance
 - 4) Property Insurance
 - 5) **Hazard Mitigation (404, 406 and 409 HMGP)**
- c) Forwards **404 HMGP** issues to the **State Hazard Mitigation Officer** and the **Hazard Mitigation Grant Section Manager**;
- d) Coordinates with specialists to ensure that required steps are taken;
- e) Maintains special considerations tracking;

- f) Ensures that all necessary documentation is filed with each project;
 - g) Coordinates with the **FEMA SCL** to ensure that all special considerations materials are updated and provided to **RC, PAC, and PO**:
 - 1) Special Considerations Checklist "Nine Questions";
 - 2) National Register of Historic Sites;
 - 3) Endangered Species List;
 - 4) Coastal Barrier Resource Act (**CBRA**) locations;
 - 5) **Flood Insurance Rate Maps (FIRM)**;
 - h) Interprets special considerations laws, regulations, and policies, and applies them to projects.
 - i) Implements the **PA Pilot Program**.
- x. **Public Assistance Coordinators (PACs) Responsibilities:**
- A **NCEM** disaster reservist may serve in the role as **PAC**.
- a) Review the **RPAs** and **PDAs** and forward them to the **PAO**;
 - b) Conduct **Kick-off meetings** with applicants to discuss their **PA** needs;
 - c) Determine the appropriate field inspection staff skills required to complete **Project Worksheets (PWs)**;
 - d) Maintain direct contact with State emergency management staff, local governments, and the **DPAO, RC, SCL, and PO**;
 - e) Serve as a liaison between the applicant and **FEMA**;
 - f) Resolve issues between the applicant, **State PO**, and **FEMA PO**;

- g) Monitor the progress of the inspections and **PW** processing until all applicants' projects have been obligated or determined ineligible;
- h) Review all **RPAs, PWs**, and funding requests;
- i) Request information from the applicant to clear suspended projects;
- j) Review information for eligibility/applicability and forward to the **FEMA PAO**;
- k) Report additional damage to the **DPAO** within 60 days of the applicant's initial inspection, within reason;
- l) Evaluate cost overruns and recommend action to **DPAO**;
- m) Process request for project time extensions in accordance with the procedures outlined in **44 CFR, Section 206.204(c) and (d)**;
- n) Conduct final review and recommend approval of eligible projects under \$100,000, but **PAO** will recommend the obligation of these funds to the **Regional Director (RD)**;
- o) Complete program closure requirements; and

xi. **Project Officers (POs) Responsibilities:**

A **NCEM** disaster reservist may serve in this role as **PO**:

- a) Attend **Applicants' Briefings** and **Kick-off Meetings** for assigned applicants;
- b) Maintain tracking for all assigned applicants;
- c) Provide technical assistance and guidance to applicants in formulation of small and large projects; reservists' experience in previous disasters will determine their roles;
- d) Prepare large projects in coordination with **FEMA PO**;

- e) Visit large project damage sites;
 - f) Develop scope of work;
 - g) Identify special considerations;
 - h) Identify hazard mitigation opportunities (406, 404, 409), forward 404 issues to the **SCL**;
 - i) Prepare required paperwork (PW, Project Officer Report, etc.);
 - j) Notify **PAC** of special needs; and
 - k) Validate small projects, if requested.
- xii. Specialist(s) Responsibilities:
- A **NCEM** disaster reservist may serve in this role as a Specialist.
- a) Coordinates with the **PAO, RC, PAC, PO**, and applicant;
 - b) Provides technical expertise to the **PAO, PAC, PO**, and applicant;
 - c) Provides individual expertise on small or large projects; and
 - d) Validates small projects, if requested.

Individual Assistance (IA) Section

A. Management and Staffing Requirements:

The **IA Branch** of **NCEM** is responsible for implementation of the **IA Program (IAP)**.

- a. The **Deputy Recovery Chief** supervises the **IA Branch** within the **Recovery Section**. The **IA Manager (IAM)** administers the **IA Program** and supervises the **IA Planning Coordinators**.
- b. The **Deputy Recovery Chief** and the **IAM** in conjunction with the **Recovery Chief, Operations Section Chief**, and the **NCEM Director** administer the State **IA Program's disaster recovery program** and field operations structure.

B. Individual Assistance Manager Responsibilities:

- a. Oversees the daily operation of the **IA Program**;
- b. Assists **FEMA** in determining applicant eligibility;
- c. Makes project eligibility recommendations to **FEMA**;
- d. Monitors the **IA** disaster situation;
- e. Assesses State and Federal resource needs;
- f. Coordinates with **FEMA**, State, and local governments for **Preliminary Damage Assessment (PDA)** time, location, extent of damage, duration, etc.;
- g. Identifies State human resources for **Disaster Recovery Centers (DRC)**, including other State agencies; and
- h. Completes additional tasks as needed.

C. IA Coordinator Responsibilities:

- a. Serves as an **IA liaison** between the applicant and **FEMA**;
- b. Establishes and sets up **DRC** sites during disaster times;
- c. Manages hotlines at **DRCs** during and after events;
- d. Coordinates resources with communities and individuals during disasters;
- e. Attends monthly and quarterly **FEMA IA** conference calls/meetings;
- f. Attends quarterly **Voluntary Organizations Active in Disaster (VOAD)** meetings;
- g. Conducts presentations on **IA Program** to community resources, government agencies, and voluntary agencies;
- h. Trains reservists and other community resource people on the **IA Program**;
- i. Maintains direct contact with State emergency management staff and local governments;

- j. Serves as liaison to the **Governor's Citizens Corps Coordinator**;
- k. Coordinates development and implementation of **Disaster Housing Plan**; and
- l. Attends other meetings as directed.

Reservist Program

- A. The **Individual Assistance Branch** will employ selected disaster **Reservists** who have been trained on the **IA Program** in disaster and **IA** non-disaster events. Reservists are state employees working on an intermittent basis to form a major work element of the **State Emergency Response Team's (SERT)** disaster response and recovery operations.
- B. Duty Assignments:

Reservists are eligible for a wide variety of duties in the **North Carolina Emergency Operations Center (EOC), JFO and DRC**. The **Deputy Recovery Section Chief**, in coordination with the appropriate Program Manager, will select the best-qualified applicants to fill established positions.
- C. Activation:

Reservists will be activated only under three circumstances:
 - a. Training and development authorized by the **SERT** Leader;
 - b. Expanded or emergency **EOC/JFO** operations; or
 - c. Special Projects.
- D. The **SERT Leader** manages funding for the **Reservist Program** during training and development activations. Reservists are not funded to perform routine staff functions. Reservist attendance at meetings, conferences, or training sessions must be coordinated at least two weeks in advance with the Chief of **SERT**.
- E. During a developing disaster or emergency, the **Deputy Recovery Section Chief** will recommend to the **Division Director** or **Deputy Director** whether reservists should be activated. In the case of **JFO** operations, the **Deputy Recovery Section Chief** will recommend reservists' activation. **NCEM Program Managers** will contact and schedule the appropriate reservists for work. During emergency operations, reservists may be contacted to determine their availability for duty; however, they will not be asked to

cancel other commitments and await possible activation. Under most circumstances, 48 hours' notice will be provided prior to deployment to work a site.

- F. The final authority for activation is the **Director of NCEM** or the **Deputy Director**.

Mitigation Section

To provide better service with available funding, NCEM has separated the Hazard Mitigation Branch into two groups and placed the HM grants management component in the Recovery Section and has moved the plans group into NCEM's Risk Management Section.

- A. **Mitigation Grant Branch**

In Recovery, the new Mitigation Grant Branch gives us a better focus on maximizing available funding and better customer service for not just 404/HMGP (i.e. "expedited" process that could potentially interface with the Individual Assistance Branch), but also 406 projects (in the Public Assistance Branch) and non-disaster grant funding. The HM Grants Branch has a special focus on the programmatic and fiscal requirements for maintaining North Carolina's new Enhanced Plan status—a designation that has been extremely advantageous in its most recent disaster declaration.

- B. **Risk Management Section**

The focus is on providing a new approach to mitigation plans through regionalization using newly-developed automated risk management tools developed in the Risk Management shop. This approach should assist these communities in providing a comprehensive plan while maximizing funding. This focus also allows for closer collaboration with ongoing floodplain mapping and other risk and vulnerability analysis activities.

- C. Based on the risk assessment from these new plans, NCEM has developed a new recovery planning template to specifically assist communities with their local recovery planning. This template is in its final stages and will be rolled out to local communities as a web-based product. The goal is to help counties establish the procedures and activities to assist them in their recovery efforts. This template provides counties with the structure to develop Recovery Support Functions with their roles and responsibilities. It assists counties in identifying each of the RSFs purposes and operations for both pre-event and post-event. This should enable communities to be better prepared for short-term restoration and long-term rebuilding.

Support Agencies/Organizations

Federal Emergency Management Agency (FEMA)

- A. **FEMA** assists state and local governments with a variety of activities related to emergency management during all phases of an event (Preparedness, Mitigation, Response, and Recovery). **FEMA** works to reduce the loss of life and property by helping communities prepare for, respond to, and recover from a variety of disasters. **FEMA** has the primary federal responsibility to assess damage in any major disaster.
- B. **FEMA** also administers a myriad of disaster assistance programs offered by the Federal Government, many of which require a disaster declaration by the **President** of the United States (pursuant to the Stafford Act). A Presidential Disaster Declaration provides the most comprehensive federal assistance to an affected area after an event. This declaration includes full **FEMA** assistance that covers both **PA** and **IA**.

References

- I. NC 166 A.
- II. *North Carolina Disaster Recovery Guide*.

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APPENDIX 2 TO ANNEX A

NORTH CAROLINA DISASTER RECOVERY FRAMEWORK

INTERGOVERNMENTAL RELATIONS (RECOVERY SUPPORT FUNCTION)

Tasked Agencies

Primary State Agencies:

North Carolina Division of Emergency Management

Office of the Governor

Support Agencies/Organizations:

Federal Emergency Management Agency (FEMA)

NC League of Municipalities

NC Association of County Commissioners

Functions

Introduction

Purpose

Disaster recovery requires effective cooperation and collaboration among federal, state, and local governments. After a disaster, local governments play a primary recovery role. They must be able to communicate the needs to the state easily and to understand what assistance is available. Both local and state governments must be able to interact efficiently with the many federal agencies involved in disaster recovery as well as with private and nonprofit partners.

Scope

Communication and cooperation among all levels of government are vital following a disaster. Important points of contact in intergovernmental communication include those described below:

- I. **Division of Emergency Management (NCEM)**
 - A. Maintains vitality of all levels of government following a disaster.
 - a. Conducts periodic education and training sessions for local officials
 - b. Handles individual local government inquiries and requests
- II. Other State Agencies administering Recovery programs
 - A. **Local Governments**
 - a. Identify local recovery priorities and request assistance from state program agencies
 - b. Participate in available education and training opportunities
 - B. **Office of the Governor**
 - a. Communicates issues of state level representatives of city and county governments to appropriate officials
 - b. Facilitates responses to issues and concerns identified by representatives of local governments
 - C. **NC Association of County Commissioners (NCACC) and NC League of Municipalities (NCLM)**
 - a. Provide workshops and conferences to educate and train local officials
 - b. Communicate local government perspective to state and federal delegations

Concept of Operations

Post-Event

Short-term Recovery

Short-term Recovery begins shortly after the disaster occurs and may continue for years. For local governments, it involves short-term restoration of essential community functions. It also incorporates mitigation of hazards as the restoration and rebuilding take place. Local government recovery actions include:

- A. Analyzing post-disaster conditions and opportunities for restoring the community to pre-disaster condition or better
- B. Initiating housing recovery, including the formation and/or development of a local long term recovery group to organize recovery activities to include, but not limited to:
- C. Implementing Case Management
- D. Advocating for the client/applicant to ensure they receive the full benefit
- E. Eliminating duplication of efforts
- F. Developing an individual/household housing recovery plan
- G. Completing repairs and/or reconstruction
- H. Coordinating Volunteers
- I. Identifying methodology for business recovery and resumption
- J. Providing support for essential economic facility recovery (ports, highways, railways)
- K. Maximizing available state and federal assistance

Long-term Recovery

Long-term recovery committees develop and begin to function early in the recovery phase of disaster and generally when FEMA makes the Individual & Households Program available. The recovery process involves:

- A. Developing strategies to plan for recovery of hard-hit individual areas while allowing normal functions to continue in unaffected areas
- B. Developing strategies for community participation and stakeholder investment
- C. Reorganizing the bureaucracy and policy adoption process for recovery

Responsibilities

Local Government

- A. Local government must protect life and property by inspecting buildings, removing debris for safe passage, and providing extra law enforcement within damaged areas.
- B. Long-term recovery may involve every facet of local government management and community involvement
- C. A disaster may not require state or federal assistance. Local governments may be able to manage on their own or turn to surrounding local governments for help under mutual aid agreements. When a disaster's effects extend beyond local resources, local officials may request state or federal assistance.
- D. It is critical that local governments plan for needs especially during the first 48-72 hours of a disaster regardless of state or federal assistance provided.

NC Statewide Emergency Management Mutual Aid & Assistance Agreement (Mutual Aid)

- A. **NC Division of Emergency Management**
 - a. Serves as the central repository for executed agreements and provides an annual listing of authorized entities and contact information to all participants.
 - b. Coordinates aid and assistance to the requesting party.
 - c. Maintains records of all requests and may serve as a **FEMA** reimbursable entity.
- B. **Local Government**
 - a. Signs an agreement with the state in order to access the voluntary system of mutual aid and assistance.

- b. Identify local needs or available local resources and initiate requests or offers for assistance according to the mutual aid agreement.
- c. Maintains a station within the state's emergency operations center.

Support Agencies/Organizations

Federal Emergency Management Agency (FEMA)

Public Assistance

Provide assistance to states, local governments, and certain nonprofit organizations to alleviate suffering and hardship resulting from major disasters or emergencies declared by the **President**.

Project Categories:

- A. Category A – Debris Removal = Clearance of trees and woody debris, building wreckage, sand, mud, silt, gravel, vehicles, and other disaster related material deposited on public and in very limited cases, private property.
- B. Category B – Emergency Protective Measures = Measures taken before, during, and after a disaster to save lives, protect public health and safety, and protect improved public and private property.
- C. Category C – Roads & Bridges = Repair of roads, bridges, and associated features, such as shoulders, ditches, culverts, lighting, and signs.
- D. Category D – Water Control Facilities = Repair of irrigation systems, drainage channels, and pumping facilities. Repair of levees, dams, and flood control channels falls under category D, but the eligibility of these facilities is restricted.
- E. Category E – Buildings & Equipment = Repair or replacement of buildings, including their contents and systems, heavy equipment, and vehicles.
- F. Category F – Utilities = Repair of water treatment and delivery systems, power generation facilities and distribution lines, and sewage collection and treatment facilities.
- G. Category G – Parks, Recreational Facilities, and Other Items = Repair and restoration of parks, playgrounds, pools, cemeteries, and beaches. This category is also used for work that cannot be characterized adequately elsewhere.

Application Process – Reimbursement of Applicant’s Funds:

- A. Conduct **Preliminary Damage Assessment** – this determines the magnitude and impact of the damage.
 - a. **FEMA**/state teams visit local applicants and views the area first hand to assess the scope of damage and estimate repair costs.
 - b. State uses the results to determine if the situation exceeds the combined capabilities of statewide and local resources and to verify the need for supplemental federal assistance.
 - c. Preliminary assessment also identifies any unmet needs requiring immediate attention.

Presidential Declaration:

- A. Upon the **Governor**’s declaration of a state of emergency in North Carolina, officials evaluate the recovery capabilities of the state and local governments
- B. If the damage exceeds their recovery capability, the **Governor** normally sends a request to the **President**, directed through **FEMA**’s regional director.
- C. The **President** decides whether or not to declare a major disaster or emergency.
- D. After a presidential declaration is issued, **FEMA** designates what areas are eligible for assistance and announces the types of assistance available.

Submit Request for Public Assistance (RPA):

- A. Applicants must complete and submit a RPA form to start the grant process and open a case management file.
- B. Applicants must submit the form to the state public assistance officer within 30 days of **FEMA**’s designating an area eligible for assistance.

Hold Kick-Off Meetings with Public Assistance Coordinator:

- A. Local officials notify applicants of the location and time of Kick-Off Meeting.
- B. Applicants bring all necessary references and materials to meeting.

Identify Projects and Estimate Costs:

- A. Project formulation documents the damages, identifies the scope of eligible work, and estimates costs.

- B. The process enables applicants to consolidate multiple work items into single projects to expedite approval and funding.
- C. Repair projects are divided by dollar amounts.

Review and Validate projects:

- A. Validation follows review to confirm eligibility, compliance, accuracy, and reasonableness of projects to ensure that the applicant receives the maximum assistance available.
- B. The public assistance coordinator has the authority to approve projects up to \$100,000 and to forward them for funding.
- C. Once projects over this threshold are approved, they are also sent forward for funding.

Obligate Federal Funds and Disburse to Applicants:

- A. Appeals & Closeout
 - a. The applicant must file an appeal with supporting documentation with the state within 60 days of receipt of a notice of the decision being appealed.
 - b. The documentation should explain why the applicant believes the original determination is wrong and the amount of the adjusted request.
 - c. Closeout is an important last step in the Public Assistance Grant Program.
 - d. Closeout is to certify that all recovery work has been completed, appeals have been resolved, and all eligible costs have been reimbursed.
- B. Request for Supplemental Federal Assistance for Unmet Needs.

State Disaster Recovery Taskforce (SDRT):

- A. All members of the **State Disaster Recovery Taskforce (SDRT)** serve as primary points of contact in collecting all damage assessment information & all recovery needs.
- B. All recovery team members submit frequent damage assessments to the **Governor's** office immediately following the event.

Office of the Governor:

- A. Works with the state disaster team to compile all damage assessment information and needs.
- B. Drafts communication from the **Governor** to the state's congressional delegation, highlighting the current status of recovery and identifying remaining unmet needs that require federal funds.

Washington DC federal office:

- A. Serves as the primary point of contact between the state, its congressional delegation, and federal agencies.
- B. Coordinates with the DC offices of other states affected by the disaster.

NC League of Municipalities & Association of County Commissioners:

- A. Work with their member local governments to facilitate the dissemination of information on unmet needs to the state and to their congressional delegation in support of federal supplemental funding.
- B. The state may elect to work with its congressional delegation to appropriate necessary funds outside of an established program.

References

- I. NC 166 A.
- II. NC Statewide Emergency Management Mutual Aid and Assistance Agreement, Revision- February 2004.
- III. FEMA Public Assistance Grant Program.

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APPENDIX 3 TO ANNEX A

NORTH CAROLINA DISASTER RECOVERY FRAMEWORK

VOLUNTEER AND DONATIONS MANAGEMENT (RECOVERY SUPPORT FUNCTION)

Tasked Agencies

Primary State Agency:

NC Commission on Volunteerism and Community Service, Office of the Governor

Support Agencies/Organizations:

NC Voluntary Organizations Active in Disaster (NCVOAD) and Member Agencies, including National Voluntary Organizations Active in Disasters (**VOAD**) members and partners

Functions

Introduction

Purpose

The purpose of the **Volunteers and Donations Recovery Support Function** is to establish procedures for coordinating unaffiliated volunteers, receiving donations of goods and cash, and coordinating with established volunteer agencies.

Scope

Activities include:

- I. Ensuring that a structured process is in place locally to coordinate unaffiliated volunteers (e.g. establishing a local **Volunteer Reception Center (VRC)** to register and match unaffiliated volunteers with organizations responding in that locality).
- II. Researching additional options for outreach to recruit volunteers for long-term recovery efforts to support ongoing local needs.

- III. Ensuring that a system is in place to solicit and/or accept/decline offers of donated goods.
- IV. Developing a process for receiving, distributing, and accounting for donated goods and/or cash.
- V. Coordinating with **NCVOAD** organizations engaged in recovery activities to receive donated goods.

Concept of Operations

- I. Volunteers
 - A. Refer registered, unaffiliated volunteers to **NCVOAD** organizations or local **VRC**.
 - B. Provide training and guidance to county emergency management, local voluntary organizations, and/or local long term recovery groups to facilitate the activation and operation of **VRCs**.
- II. Donated Goods
 - A. Maintain a system for receiving, distributing, and accounting for donated goods.
 - B. Coordinate the distribution of donated goods to **NCVOAD** organizations engaged in recovery activities.
 - C. Provide training and guidance to county emergency management, local voluntary organizations, and/or local long-term recovery groups to solicit and/or accept/decline offers of donated goods.
- III. Cash.
 - A. Manage NC Disaster Relief Fund, if activated by the Governor.
 - B. Provide training and guidance to county emergency management, local volunteer organizations, and/or local long-term recovery groups for developing a process for receiving, distributing, and accounting for donated cash.

Responsibilities

State Agencies

NC Commission on Volunteerism and Community Service in the Office of the Governor

- A. The Commission is the lead agency for coordinating unaffiliated volunteers, donated goods, and cash donations.
- B. This includes the operation of the Governor's Emergency Bilingual Hotline and the NC Disaster Relief Fund if they are activated.

Other Supporting Agencies and Organizations

North Carolina Voluntary Organizations Active in Disasters (NCVOAD)

- A. Cooperates, communicates, coordinates, and collaborates with its member organizations. National **VOAD** members and partners work to ensure the effective and efficient utilization of unaffiliated volunteers and donated goods.
- B. Promote sustained coordination with county emergency management and local long-term recovery groups.

References

- I. NC 166 A.
- II. *North Carolina Disaster Recovery Guide.*

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APPENDIX 4 TO ANNEX A

NORTH CAROLINA DISASTER RECOVERY FRAMEWORK

*HEALTH AND HUMAN SERVICES (RECOVERY SUPPORT
FUNCTION)*

Tasked Agencies

Primary State Agencies:

North Carolina Department of Health and Human Service, Division of Public Health (DHHS DPH)

North Carolina Department of Environment and Natural Resources (NCDENR)

North Carolina Department of Agriculture and Consumer Services (NCDA&CS)

North Carolina Cooperative Extension (NCCE)

North Carolina Utilities Commission (NCUC)

North Carolina Emergency Management (NCEM)

Support Agencies/Organizations:

Centers for Disease Control (CDC)

U.S. Food and Drug Administration (USFDA)

U.S. Department of Agriculture (USDA)

American Red Cross

Functions

Introduction

Purpose

The purpose of Health and Human Services is to provide procedures to ensure that health and human services issues are adequately addressed following a disaster. This function also establishes procedures related to meeting the needs of citizens during an event.

Scope

Activities include making provisions for or coordinating each of the following: sheltering, first aid, water/ice/food, hygiene, sanitation, crisis counseling, transitional housing, family grants, animal needs, medication, care for vulnerable populations (e.g., orphaned children, elderly), and door-to-door needs assessments.

Concept of Operations

Pre-Event

- I. Identify probable public health hazards resulting from a disaster.
- II. Develop ordinances and policies for public health issues, including the following:
 - A. Debris clearance and disposal
 - B. Air quality and open burning
 - C. Water quality and conservation
 - D. Hazardous materials cleanup and disposal
 - E. Sewage disposal and contamination
 - F. Vector and animal control
- III. Develop public education information concerning the use of untreated water, contaminated food and other unsanitary practices following disasters.
- IV. Develop a format for preparing health-related information for release to the general public by the **Public Information Officer (PIO)**.

- V. Develop procedures for implementing public health activities following a disaster.
- VI. Develop procedures for deploying personnel into affected areas to provide surveillance and monitoring of public health following major disasters.
- VII. Develop mutual aid agreements for health inspectors.

Post-Event

General/Immediate

- I. Coordinate to ensure that all personnel involved with this recovery function have the proper identification and re-entry pass for access to impacted areas.
- II. Coordinate for aerial support, as necessary.
- III. Conduct door-to-door needs assessments, if necessary. The **Department of Social Services** coordinates assessments during events that do not receive a disaster declaration. Once the needs assessments have been completed, the **Department of Social Services** will coordinate the logistics of implementing the needs assessment with the agencies involved with this recovery function. There is also coordination with Volunteers and Donations to acquire goods, services, and volunteers for the people who need them. This recovery function also assists with providing for unmet needs.
- IV. Monitor for high-risk infectious disease areas. Infectious disease areas will be assessed and monitored by teams of epidemiologists conducting field studies. Injury and disease patterns will be assessed and technical assistance provided to control potential disease outbreaks.
- V. Coordinate animal control and disposal of animal carcasses.
- VI. Coordinate assistance in collection and control of domestic animals.
- VII. Coordinate locations and volunteers to manage efforts to shelter and locate lost animals.
- VIII. Working with the **NCDA&CS State Veterinarian's Office**, the Cooperative Extension will assist in educating farmers on the disposal of large animal carcasses.
- IX. Coordinate the inspection of hazardous sites such as damaged homes and facilities, private wells and septic systems, public water and sewer facilities, and areas where vector-borne diseases may occur. Inspection activities include conducting bacteria tests of potable water systems and well fields to determine if water is safe to drink.

- X. Inspecting damaged homes and workplaces to determine if health risks exist.
- XI. Inspecting other sites where vector-borne diseases may develop, such as areas where debris, sewage, and contaminated water have collected.
- XII. Identify and locate special needs citizens in conjunction with **OEMS** and *ESF 8*.

Long-Term Post Event

- A. The Health Department consults on needs, capabilities, and resources of the healthcare and public health community and relays that information to the **Emergency Operations Center (EOC)**.
- B. Address general inpatient/outpatient needs by having hospitals establish alternate care sites to better serve the residents and divert flow from hospital campuses.
- C. Open and operate triage and dispensing locations dedicated to treatment of a specific illness (e.g., pandemic influenza). Triage and dispensing locations have been established.
- D. Coordinate with Disaster Survivor Assistance programs to disseminate information to the public through the **Joint Information Center (JIC)**.

Responsibilities

State Agencies

Department of Health and Human Services (DHHS)

This department contributes to a variety of several assessment and assistance recovery efforts during and following a disaster. The **DHHS Office of Citizen Services (OCS)**, part of the **Office of the Secretary**, coordinates the activities of the divisions during a disaster. All affected and responding divisions submit daily reports via phone, electronically, and in face-to-face meetings. The **OCS SERT** member uses this information to compile necessary reports to the **State Emergency Management Human Services** Director, **DHHS** secretary, and division directors. **OCS** serves as the central point of contact for all of the following **DHHS** divisions and for one **Department of Environment and Natural Resources (DENR)** division.

- A. **Division of Public Health (DPH)**

- a. Coordinates a follow-on public health assessment to document the health impacts of the disaster.
- b. The assessment is a joint effort that **involves the DENR Division of Environmental Health; the DHHS Office of Emergency Medical Services; the DHHS Division of Health Service Regulation; the DHHS Division of Mental Health, Developmental Disabilities, and Substance Abuse Services (DMH/DD/SAS); and the federal Uniform Public Health Service** to document the impacts.
- c. Assessment includes extended monitoring of the following: mold abatement, asbestos removal and abatement, contamination from hazardous chemicals, contamination from unknown industrial sites, continuation of notifications to boil water, and collection of geographic information system (GIS) data layers for the spatial mapping of the disaster's impacts on public health.
- d. In coordination with the **DHHS Office of Citizen Services, the Division of Public Health** leads five major public health assessment and surveillance initiatives:
 - i. Rapid community health assessment to identify priority needs of housing, shelter, food, and health care;
 - ii. Follow-on public health assessments to address ongoing and long-term effects;
 - iii. Public health surveillance of the displaced populations and disaster response/recovery workers;
 - iv. Human health environmental risk assessments such as drinking water, ground water, and structural damage; and
 - v. Epidemiological studies of selected long-term impacts.

Department of Agriculture and Consumer Services (DA&CS), Emergency Programs Division (EP)

- A. Establishes public-private partnerships between vital government agencies, industry, and volunteers.
- B. Evaluates the effect of the disaster on the agricultural animal industry.
- C. Coordinates teams to assist in local agricultural assessments.

- D. Coordinates in-State aid and with National NGOs for assistance in management of identified ESF8 issues.
- E. Facilitates information, volunteer, and disaster assistance programs to local agencies.
- F. Advises on animal health issues and regulates mortality management of animals
- G. Assists with and regulates proper management and disposition of food commodities

Department of Environment and Natural Resources (DENR)

Serves as the lead stewardship agency for the preservation and protection of North Carolina's outstanding natural resources; offers technical assistance to businesses, farmers, local governments, and the public; and encourages responsible behavior with respect to the environment.

A. Division of Environmental Health (DEH)

Safeguards life, promotes human health, and protects the environment through the practice of modern environmental health science, the use of technology, rules, public education, and dedication to the public trust.

- a. Provides centralized intern training for newly hired environmental health specialists working for the county health departments, certification for public water supply operators, and general training for staff.
- b. Oversees the authorization of all agents enforcing North Carolina health-related rules.

B. Division of Water Quality (DWQ)

Protects and enhances North Carolina's surface water and groundwater resources through quality monitoring programs, efficient permitting, responsible management, fair and effective enforcement, and excellence in public service.

- a. Issues pollution control permits, monitors permit compliance, evaluates environmental quality, and carries out enforcement actions for violations of environmental regulations.

- b. Administers the policies and rules established by the state's **Environmental Management Commission**.

North Carolina Cooperative Extension

Provides a broad range of educational programs that are of benefit to farmers, rural and urban residents, community leaders, homemakers, parents, and youth.

- A. Through educational programs, publications, and events, **Cooperative Extension** field faculty deliver unbiased, research-based information to North Carolina citizens.
- B. Helps people put research-based knowledge to work for economic prosperity, environmental stewardship, and an improved quality of life.
- C. Focuses on the following concerns of North Carolinians: sustainable agriculture, rural revitalization, waste management, water quality, food safety and quality, youth at risk, environmental protection and conservation of natural resources, families in crisis, and health and human safety.
- D. During times of disaster, the **Cooperative Extension** provides its educational expertise and agricultural knowledge to assist farmers and others with disaster recovery. They serve as a key agency in the agricultural damage assessment process and assist with fatality management of livestock.

North Carolina Utilities Commission

Regulates electric, telephone (including payphone service and shared tenant service), natural gas, water, wastewater, water resale, household goods transportation, busses, brokers, and ferryboats. The **Commission** is also responsible for administering programs in North Carolina to ensure the safety of natural gas pipelines.

North Carolina Emergency Management (NCEM)

Prepares, responds, recovers from, and mitigates the effects of disaster events.

- A. Assists the county with the preliminary damage assessment.
- B. Coordinates with and supports the county, as necessary, and acts as a liaison with the **Federal Emergency Management Agency (FEMA)** for federal assistance.

- C. Ensures that individuals and families have access to the full range of State and federal programs made available in the aftermath of a disaster.
- D. Develops and maintains partnerships with State, federal, and voluntary organizations that deliver resources to disaster victims.
- E. Develops and maintains programs, policies, and partnerships to administer human service programs.

Support Agencies/Organizations

Centers for Disease Control (CDC)

- A. Prepare people for emerging health threats. The **CDC** provides guidance on diseases and health related issues, collects and disseminates data and statistics related to diseases and conditions, emergencies and disasters, environmental health, injury and violence safety, life stages and populations, and traveler and workplace safety.
- B. **CDC** engages in a number of valuable activities and programs. Activities and programs include Snap Shots of State Population Data (SNAPS) which provides local-level community profile information nationwide.
- C. Surveillance to include case definitions, illness recognition and detection, as well as planning systems.
- D. Training and Education on risk communications, public health, and clinical training; laboratory training; trauma and mental health resources; and healthcare facilities.

U.S. Food and Drug Administration (FDA)

Responsible for ensuring the safety of food.

- A. Activities include ensuring that foods are wholesome and sanitary; monitoring human and veterinary drugs, human biological products, the safety of medical devices, and cosmetics; and electronic products that emit radiation following the relevant guidance. Ensures that these products are accurately represented to the public.
- B. **FDA** operates under a mandate authorized by the Federal Food, Drug, and Cosmetic Act (FD&C Act). The **FDA** also has authority under the Public Health Service Act to prevent the transmission of communicable diseases.

U.S. Department of Agriculture (USDA)

A. Farm Service Agency

Primary federal agency for most agricultural disaster recovery activities.

B. USDA County Emergency Board (CEB)

Conducts agricultural damage assessments at the county level.

- a. Provides agricultural disaster relief in the form of low interest loans called emergency (EM) loans which are intended to enable farmers to return to their normal farming operations as soon as possible after a disaster.
- b. Provide programs for crop loss, livestock, farm structures, trees, cropland, waterways, and other needs.

C. Rural Development Agency

Offers a number of rural housing assistance programs for disaster recovery.

- a. Single Family Housing Assistance program provides loans to construct or repair single family homes in rural designated disaster areas for very low and low-income applicants.
- b. The Multifamily Housing Assistance programs are Disaster Loan/Grant Funding and Disaster Rental Assistance:
 - i. Disaster Loan/Grant Funding. The purpose of these loans and grants is to provide assistance for constructing or repairing apartment complexes in rural designated disaster areas for very low and low-income tenants, as well as farm laborers.
 - ii. Disaster Rental Assistance. This program provides rental assistance for victims of natural disasters seeking temporary living quarters in **USDA Rural Development** financed complexes. **USDA** may make additional funds available after a disaster to provide assistance in covering rental payments in Rural Development housing.

D. Food and Nutrition Service (FNS)

- a. Coordinates with state, local, and voluntary organizations to provide food for shelters and other mass feeding sites, distribute food packages

directly to households in need in limited situations, and issue emergency Disaster Supplemental Nutrition Assistance Program (D-SNAP).

- b. As part of the National Response Framework (NRF), **FNS** supplies food to disaster relief organizations such as the Red Cross and the Salvation Army for mass feeding or household distribution.
- c. State agencies notify **USDA** of the types and quantities of food that relief organizations need for emergency feeding operations. Thus, **FNS** also authorizes States to operate a D-SNAP.
- d. Makes Food Stamps services available to help those affected by the disaster purchase food.

References

- I. NC 166 A.
- II. *North Carolina Disaster Recovery Guide*.
- III. [21 U.S.C. §§ 321 et seq.] (e.g., section 351 of the Public Health Service Act governing biological products [42 U.S.C. 262]).
- IV. [42 U.S.C. 264].

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APPENDIX 5 TO ANNEX A

NORTH CAROLINA DISASTER RECOVERY PLAN

INFRASTRUCTURE (RECOVERY SUPPORT FUNCTION)

Tasked Agencies

Primary State Agencies:

**North Carolina Department of Environment and Natural Resources
(including Division of Coastal Management)**

**North Carolina Department of Agriculture and Consumer Services (Division
of Forest Resources)**

North Carolina Cooperative Extension

North Carolina Department of Transportation

North Carolina Emergency Management

Support Agencies/Organizations:

U.S. Army Corps of Engineers (USACOE)

Federal Emergency Management Agency (FEMA)

U.S. Fish and Wildlife Service (FWS)

Progress Energy

Functions

Introduction

Purpose

The purpose of the Infrastructure Recovery Function is to provide procedures for performing the timely removal, transport, storage, elimination, and/or recycling of disaster debris; handle the rebuilding or repair of damaged public infrastructure; and provide procedures for restoring utilities to pre-disaster conditions as quickly as possible following a disaster.

Scope

Activities include the following:

- I. Maintain a current inventory of all public buildings and develop an inventory of all public infrastructures.
- II. Identify potential **Public Assistance (PA)** projects before an event, if possible.
- III. Conduct damage assessments.
- IV. Develop a plan of action.
- V. Coordinate with state agencies and municipalities.
- VI. Provide information to the public.
- VII. Restore utilities based on pre-determined priorities.

Concept of Operations

Pre-Event

- I. Obtain and maintain contracts for debris removal. Critical issues include identifying who pays and who assumes liability, as well as determining how to address property owners who do not want to participate.
- II. Maintain a **Federal Emergency Management Agency (FEMA)** approved debris management plan. Determine current landfill sites and what types of debris they can handle.

- III. Identify areas where there is likely to be debris from damaged structures and identify storage sites for the debris.
- IV. Determine who will have salvage rights to building materials and used bricks.
- V. Make provisions to do recycling on-site.
- VI. Determine how asbestos, hazardous materials, and fuel spill removal will be handled via contractors and subcontractors.
- VII. Determine who will be responsible for identification and removal of downed or potentially hazardous trees.
- VIII. Develop a process for building owners to reclaim valuables recovered from debris.
- IX. Develop and maintain a debris management plan. Coordinate development of the plan with ESF 3 – Public Works and Engineering Services. The plan should include strategies for each of the following (debris collection for all types of debris):
 - A. Non-hazardous municipal solid waste (e.g., food, clothing, garbage, plastic, paper, bottles, cans, household items, non-hazardous)
 - B. Vegetative debris (e.g., tree limbs, brush, shrubs, leaves)
 - C. Construction and demolition waste (e.g., brick, block, lumber, glass, roofing, metals, miscellaneous home furnishings)
 - D. Biological waste (e.g., sharps, bandages, blood vials)
 - E. Hazardous waste (e.g., flammable materials, explosives, industrial and agricultural chemicals, cleaners, solvents, fertilizer)
 - F. Household hazardous waste (e.g., paints, gasoline, oil, pesticides, pool chemicals, batteries, household cleaners)
 - G. Metals and white goods (e.g., refrigerators, stoves, washing machines, dryers, window air conditioners, water heaters)
 - H. Identification of temporary storage areas
 - I. Recycling – Use temporary site for volume reduction, when possible
 - J. Debris disposal
 - K. Support for dead animal disposal

- L. Identification and handling of hazardous waste
- M. Administration
- N. Dissemination of information to the public
- X. Ensure that debris contracts and monitoring contracts are in place.
- XI. Maintain a list of State-owned structures and the insurance documentation for each.
- XII. Develop a pre-event restoration plan to restore utility services (e.g., power, sewage, telephone, cable) to normal.

Post-Event

- I. Coordinate with Emergency Management Recovery Function to determine what public infrastructure has been damaged.
- II. Assist in safeguarding and maintaining damaged buildings, as necessary, until they can be repaired.
- III. Coordinate with Environmental Preservation Recovery Function for debris cleanup of parks and other State-owned properties, as well as inspection and repair of facilities and equipment.
- IV. Coordinate closely with Finance and Administration Recovery Function to ensure that proper financial documentation is being maintained to expedite federal assistance for **PA** projects.
- V. Coordinate with Health and Human Services Recovery Function to determine whether any damaged infrastructure is impeding efforts to provide services to victims.
- VI. Coordinate emergency road clearance and right-of-way debris removal for reconnaissance of damaged areas and passage of emergency personnel and equipment.
- VII. Identify incident sites requiring debris clearance and management (e.g. public rights-of-way, public property and private property).
- VIII. Recommend disposal sites for debris, including temporary staging areas and debris reduction sites.
- IX. Coordinate debris collection and hauling.

- X. Coordinate the removal of debris with county, state, and federal environmental officials.
- XI. Prepare a letter for **FEMA** seeking reimbursement for orphaned roads.
- XII. Coordinate with Environmental Preservation Recovery Function to ensure that debris operations are not causing further environmental damage (such as air quality issues related to burning) and that debris operations are not breaking any environmental regulations.
- XIII. Coordinate debris separation. Separate hazardous materials and hazardous waste from debris to the extent possible. Sorting at origin is the best approach. Debris from residential and commercial properties should be separated into four general groups:
 - A. Raw garbage.
 - B. Rubbish garbage.
 - C. Yard waste (vegetative debris).
 - D. Construction / building rubble.
- XIV. Coordinate debris disposal:
 - A. Identify debris disposal issues (e.g., hazardous materials).
 - B. Secure necessary environmental permits and legal clearances.
- XV. Determine methods of disposal, as appropriate:
 - A. Consider incineration methods (e.g., open pit burning).
 - B. Consider mulching and chipping to clean vegetative debris.
 - C. Haul mulched or chipped debris out of the affected areas.
 - D. Mix mulch or chipped clean debris with soil to improve agricultural productivity.
 - E. Reuse / recycle aluminum, plastic, and vegetative debris to the extent possible.

- XVI. Administer and monitor contracted services:
 - A. Full-time monitoring is necessary to prevent fraud, maintain records, and report progress on debris operations.
 - B. Documentation is critical and should include the following:
 - a. Methods for removal and units of measurement
 - b. Hours of operation
 - c. Equipment and personnel requirements
 - d. Regulatory issues
 - e. Safety requirements
- XVII. Assess public infrastructure and problems as they relate to utility restoration:
 - A. Request estimates from utility providers about damage impacts and length of service interruption. If estimates range from weeks to months, determine the need for each of the following:
 - a. Temporary housing or business sites
 - b. Potable water
 - c. Portable power generation
 - B. Report findings to Emergency Operations Center, as appropriate.
- XVIII. Coordinate with other utilities to develop an incident action restoration plan based on the pre-event restoration plan to restore utility services.
- XIX. Incorporate service providers in the planning and decision-making process.
- XX. Follow the priority sequence established for restoring power and communication:
 - A. Damaged transmission system (e.g. poles, lines)
 - B. Damaged electrical substations
 - C. Damaged electrical distribution systems
 - a. Priority #1 – Emergency response and recovery facilities (e.g., community emergency operations or command centers,

response/recovery centers) with no emergency power or telephone service.

- b. Priority #2 – Water treatment and pumping facilities, special care centers, nursing home facilities with no emergency power, law enforcement and fire stations with no emergency power, staging areas and distribution centers requiring emergency power, and detention centers.
- c. Priority #3 – Wastewater treatment plants and lift stations, general telephone services, solid waste facilities, medical facilities having emergency power, nursing homes having emergency power, law enforcement and fire stations having emergency power, public shelters still housing evacuees and the homeless, adult congregate living facilities, facilities serving as disaster application centers for federal disaster relief, and public and private facilities (e.g. government facilities handling emergency purchasing, designated grocery store/restaurant outlets) necessary for resource management and distribution activities.
- d. Priority #4 – Community areas receiving minor damage and other government facilities.
- e. Priority #5 – Community areas receiving major damage.
- f. Priority #6 – Community areas receiving catastrophic damage.

XXI. Follow the priority sequence established for restoring water and sewer:

- A. Priority #1 – All water treatment plants
- B. Priority #2 – Wastewater treatment plants
- C. Priority #3 – Pumping stations
- D. Priority #4 – Elevated tank sites

Responsibilities

State Agencies

Department of Agriculture and Consumer Services (NCDA&CS), Division of Forest Resources

Uses techniques to protect, manage, and develop the forest resources of the state through management of existing resources, development and creation of new and better forests, and protection of these valuable resources.

- A. Conducts reforestation services, forest fire prevention and suppression, and insect and disease control.
- B. Operates tree seedling nurseries, long range forestry planning and technical development, water quality controls, urban forestry assistance, training, and support to volunteer fire departments and forestry education.
- C. Provides professional assistance in technical areas by foresters and specialists on the district staff who are responsible for managing all programs administered by the counties within that district.

North Carolina Cooperative Extension

Provides a broad range of educational programs that benefit farmers, rural and urban residents, community leaders, homemakers, parents, and youth.

- A. Delivers unbiased, research-based information to North Carolina citizens through educational programs, publications, and events.
- B. Helps people put research-based knowledge to work for economic prosperity, environmental stewardship and an improved quality of life.
- C. Focuses on sustainable agriculture, rural revitalization, waste management, water quality, food safety and quality, youth at risk, environmental protection and conservation of natural resources, families in crisis, and health and human safety.
- D. Provides educational expertise and agricultural knowledge to assist farmers and others with disaster recovery. They serve as a key agency in the agricultural damage assessment process and assist with livestock fatalities.

Department of Environment and Natural Resources (NCDENR)

Serves as the lead stewardship agency for the preservation and protection of North Carolina's outstanding natural resources; offers technical assistance to businesses, farmers, local governments, and the public; and encourages responsible behavior with respect to the environment.

A. Division of Coastal Management

Works to protect, conserve, and manage North Carolina's coastal resources through an integrated program of planning, permitting, education, and research.

- a. Carries out the state's Coastal Area Management Act, the Dredge and Fill Law, and the federal Coastal Zone Management Act of 1972 using rules and policies of the N.C. **Coastal Resources Commission (CRC)**.
- b. Collects and analyzes data for erosion rates, wetlands conservation, and restoration.
- c. Assesses the impacts of coastal development.
- d. Examines beach erosion and inlet (breach) formation or migration as well as recreational beach access.

B. Division of Water Quality (DWQ)

Protects and enhances North Carolina's surface water and groundwater resources through quality monitoring programs, efficient permitting, responsible management, fair and effective enforcement, and excellence in public service.

- a. Issues pollution control permits, monitors permit compliance, evaluates environmental quality, and carries out enforcement actions for violations of environmental regulations.
- b. Administers the policies and rules established by the state's **Environmental Management Commission**.

C. Wildlife Resources Commission (WRC)

Dedicated to the conservation and management of the state's fish and wildlife resources. Comprised of a number of divisions that will assist communities during an event.

D. Division of Engineering Services

Directs, plans, and manages all engineering related projects for the **WRC**. Administers Boating Access Construction and Maintenance, and Waterway Marking programs.

E. Enforcement Division

Enforces the rules and regulations established by the **WRC** and **General Assembly**. Wildlife enforcement officers are sworn, fulltime law enforcement officers with full arrest authority for state and federal violations. They enforce game, fish, and boating laws to protect the resources of the state and the safety of its citizens.

North Carolina Emergency Management (NCEM)

Prepares, responds, recovers from, and mitigates the effects of disaster events.

- A. Assists the county with the preliminary damage assessment.
- B. Coordinates with and supports the County, as necessary, and acts as a liaison with the **Federal Emergency Management Agency (FEMA)** for federal assistance.
- C. Ensures that individuals and families have access to the full range of state and federal programs made available in the aftermath of a disaster.
- D. Develops and maintains partnerships with state, federal, and volunteer organizations that deliver resources to disaster victims.
- E. Develops and maintains programs, policies, and partnerships to administer human service programs.

North Carolina Department of Transportation (NCDOT)

Primary state agency overseeing the recovery and restoration of the state's transportation infrastructure.

- A. Activating an Emergency Highway Traffic Regulation Plan during an event. **NCDOT** has developed the Emergency Highway Traffic Regulation Plan to manage traffic and regulate highway use to expedite and facilitate vehicle movement. The plan includes civilian evacuations, military movements, and responsibilities of each participating state and federal department managing the roadways during an emergency.

- B. Implementing appropriate emergency response plan(s) based on the event; providing road closure, condition, and detour information as changes occur and as required; evaluating highway damage and determining the effect on traffic movement; monitoring the travel capacities of the clear and regulated routes; designating highways as regulated routes within the Strategic Highway Network pursuant to the event; coordinating with adjoining states to facilitate highway traffic movements; implementing the **Ferry Division** Emergency Operations Plan; preparing and releasing highway information to the public and pertinent governmental agencies; and coordinating public information activity with the **EOC/SERT Public Information Office** to ensure consistency of information/instructions to the public. **NCDOT** also contains a number of divisions that assist localities during an event.
- C. **Division of Highways**
- The key agency involved in assessing the impact of a disaster on state maintained roads and highways and in restoring them to their pre-disaster conditions.
- a. Provides assistance for debris removal and infrastructure restoration.
 - b. Conducts preliminary damage assessments and damage and inspection reports. Reporting procedures are coordinated through **NCDOT** county maintenance personnel and district offices.
 - c. Repairs or replaces bridges or roadways damaged in a disaster. The Rail Division responds, as requested, to needs initiated through **the Emergency Management Assistance Compact (EMAC)**. It assists the National Guard and other groups by transporting troops, other personnel, and/or equipment to disaster response points. The division also helps railroads file claims with **FEMA** and oversees the restoration of any rail service hindered by the disaster
- D. **The Ferry Division** plays a crucial role in both evacuations and the transportation of resources and equipment in the event of a disaster. Upon request from the state **Emergency Operations Center (EOC)**, the **Ferry Division** transports fuel, generators, and heavy debris removal equipment.
- E. **The Aviation Division** provides resources for aerial photography and reconnaissance needed in disaster-related damage assessment. **NCDOT** receives reimbursements from **FEMA** and **Federal Highway Administration (FHWA)** for its work. The division also helps assess damage to public airports upon request and allocates state and federal funds, if available, for repair and restoration to airport infrastructure.

Support Agencies and Organizations

Federal Emergency Management Agency (FEMA)

- A. **FEMA** assists state and local governments with a variety of activities related to emergency management during all phases of an event (Preparedness, Mitigation Response, and Recovery). **FEMA** works to reduce the loss of life and property by helping communities prepare for, respond to, and recover from a variety of disasters.
- B. **FEMA** has the primary federal responsibility to assess damage in any major disaster. **FEMA** also administers a myriad of disaster assistance programs offered by the Federal Government many of which require a disaster declaration by the **President** of the United States (pursuant to the Stafford Act). A Presidential Disaster Declaration provides the most comprehensive federal assistance to an affected area after an event. This declaration includes full **FEMA** assistance that covers both **Public Assistance (PA)** and **Individual Assistance (IA)**.

U.S. Army Corps of Engineers (USACOE)

Engages in the construction, operation, and maintenance of flood control dams, hydro electrical facilities, navigational locks, and other water control structures.

- A. Continues to work on new construction and assist communities with flood mitigation activities and levee inspection and repair.
- B. Engages in floodplain management planning assistance, stream bank and shoreline protection, and aquatic ecosystem restoration.
- C. Provides technical assistance with assessment of levels of debris following an incident.

U.S. Fish and Wildlife Service (USFWS)

Mission is to conserve, protect, and enhance fish and wildlife and their habitats.

- A. Coordinates with a variety of agencies and organizations engaging in cost sharing activities aimed at limiting the negative impacts of flooding on fish and wildlife.
- B. Assists with restoration projects and system analysis of floods to limit future damages.

- C. Manages a Fire Management Program aimed at cost effectively managing fire safety to lower the risk of catastrophic fires. Under this program the agency provides mutual aid to other federal, state, and local fire management agencies.
- D. Provides a number of services and resources regarding animal pathogens, testing of sick and dead birds, sample testing of wild birds, and monitoring the testing of sentinel animals.

Duke Progress Energy

- A. Established a comprehensive storm response plan that includes four levels of storm response:
 - a. Area (Level 1),
 - b. Operations Center (Level 2),
 - c. Regional (Level 3)
 - d. System (Level 4)
 - e. Any of these levels may be implemented at any given time depending on the situation.
- B. Operations Center storm coordinator or alternate is responsible for authorizing **Duke Progress Energy's** Storm Implementation Plan and has the responsibility for all aspects involving the planning, preparation, and execution of the Operations Center Storm Plan.
- C. Electrical Power restoration priority guides are pre-established and include:
 - a. Priority 1: Feeder with hospitals, municipal water and sewer plants, and emergency shelters.
 - b. Priority 2: Feeders for other critical infrastructure including nuclear generating plant sirens, food distribution centers, law enforcement and fire/rescue stations, central communications centers, and other services identified as crucial for the welfare of the general public.
 - c. Priority 3: All other distribution primary feeders, tap or branch lines, transformers, and services.

Time Warner Cable

Time Warner Cable will work to restore cable services (including internet) to their customers. They will also be responsible for communicating with the **EOC** to ensure coordination as services are being restored.

References

- I. NC 166 A.
- II. *North Carolina Disaster Recovery Guide*.
- III. Coastal Zone Management Act of 1972, Section 306A.

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APPENDIX 6 TO ANNEX A

NORTH CAROLINA DISASTER RECOVERY FRAMEWORK

***BUSINESS AND WORKFORCE DEVELOPMENT
(RECOVERY SUPPORT FUNCTION)***

Tasked Agencies

Primary State Agencies:

North Carolina Division of Emergency Management (NCEM)

North Carolina Department of Insurance

Support Agencies/Organizations:

Federal Emergency Management Agency (FEMA)

Small Business and Technology Development Center (SBTDC)

North Carolina Department of Commerce

North Carolina Department of Transportation (NC DOT)

Internal Revenue Service (IRS)

Small Business Administration (SBA)

U.S. Department of Commerce

U.S. Department of Labor

Functions

Introduction

Purpose

To establish the procedures needed to restore the economy following a disaster.

Scope

To work with **Chambers of Commerce** and other economic development groups across the State to encourage development of a Disaster Recovery Framework that is specific to their organizations.

Responsibilities

Primary State Agencies

North Carolina Emergency Management (NCEM)

Prepares, responds, recovers from, and mitigates the effects of disaster events.

- A. Assists the county with the preliminary damage assessment.
- B. Coordinates with and supports the County, as necessary, and acts as a liaison with the **Federal Emergency Management Agency (FEMA)** for federal assistance.
- C. Ensures that individuals and families have access to the full range of state and federal programs made available in the aftermath of a disaster.
- D. Develops and maintains partnerships with state, federal, and volunteer organizations that deliver resources to disaster victims.
- E. Develops and maintains programs, policies, and partnerships to administer human service programs.

North Carolina Department of Insurance

- A. **Department of Insurance** does the following:
 - a. Runs a disaster mediation program.

- b. Assists individuals who have had insurance claims partially or completely denied during an event.
 - c. Facilitates discussions between insured and insurance companies using mediators.
- B. **Office of the State Fire Marshal**
 - a. Conducts damage assessments.
 - b. Facilitates the need for fire equipment for affected fire departments.

Supporting Agencies & Organizations

Federal Emergency Management Agency (FEMA)

- A. **FEMA** assists state and local governments with a variety of activities related to emergency management during all phases of an event (Preparedness, Mitigation Response, and Recovery). **FEMA** works to reduce the loss of life and property by helping communities prepare for, respond to, and recover from a variety of disasters.
- B. **FEMA** has the primary federal responsibility to assess damage in any major disaster. **FEMA** also administers a myriad of disaster assistance programs offered by the Federal Government, many of which require a disaster declaration by the **President of the United States** (pursuant to the Stafford Act). A Presidential Disaster Declaration provides the most comprehensive federal assistance to an affected area after an event. This declaration includes full **FEMA** assistance that covers both **Public Assistance (PA)** and **Individual Assistance (IA)**.

Small Business and Technology Development Center (SBTDC)

Operated in partnership with the **US Small Business Administration (SBA)**, the **SBTDC** is a statewide North Carolina university system program that advises small and mid-size businesses on issues including planning, financial management, human resources, marketing, and operations. With over 15 offices across the state, the **SBTDC** has helped more than 100,000 North Carolina business owners and prospective entrepreneurs since 1984.

- A. The **SBTDC** is identified as a business recovery first responder in the Governor's **NC Disaster Recovery Guide**.

- B. *Pre-event* - provides one-on-one counseling or workshops for small and mid-size businesses around disaster preparedness and recovery.
- C. Coordinates with **FEMA** to identify qualified NC businesses to contract for products and/or services at the federal, state, or local level both pre-event and post-event.
- D. *Post-event* -
 - a. Conducts outreach to small and mid-size business community through press, client networks, economic development partners, and state and federal emergency response entities.
 - b. Assists businesses in assessing the financial impact of a disaster, reconstructing financial records, and preparing **SBA** and **State of North Carolina** disaster loan applications.
 - c. Provides assistance to the **NC Department of Commerce** in administering emergency bridge loan, state disaster loan, or rebate programs when activated.

References

- I. NC 166 A.
- II. *North Carolina Disaster Recovery Guide.*

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APPENDIX 7 TO ANNEX A

NORTH CAROLINA DISASTER RECOVERY FRAMEWORK

*ENVIRONMENTAL PRESERVATION (RECOVERY
SUPPORT FUNCTION)*

Tasked Agencies

Primary State Agencies:

**North Carolina Department of Environment and Natural Resources
(NCDENR)**

**North Carolina Department of Agriculture and Consumer Services (NCDACS)
Department of Health and Human Services (DHHS)**

Wildlife Resources Commission (WRC)

North Carolina Emergency Management (NCEM)

Support Agencies/Organizations:

Centers for Disease Control (CDC)

**U.S. Department of Labor, Occupational Safety and Health Administration
(OSHA)**

U.S. Department of Transportation (DOT)

U.S. Environmental Protection Agency (EPA)

U.S. Food and Drug Administration (FDA)

U.S. Nuclear Regulatory Commission (NRC)

Federal Emergency Management Agency (FEMA)

Functions

Introduction

Purpose

The Environmental Preservation Recovery Function establishes post-disaster procedures for preserving and restoring environmentally sensitive areas. This includes checking on damaged systems and visiting areas, septic systems, and wells.

Scope

Conducting damage and impact assessments on the environment and facilities following disasters and collaborating with federal agencies and local authorities in addressing the environmental aftermath of a disaster.

Concept of Operations

Pre-Event

Identify environmental projects and programs that will protect natural resources and open space while simultaneously reducing damage from natural disasters.

Make information on disasters and environmental characteristics available for use in community comprehensive planning.

Post-Event

Short-term recovery

For short-term recovery to succeed, individuals and businesses must be able to quickly return to the affected areas. The restoration of potable water, electrical power, and the removal of debris are essential.

- I. The recovery should move forward with rapid identification, expedited environmental review, and the permitting of debris management sites, which are locations for separating debris into recyclable metals, hazardous materials, woody debris, and construction and/or demolition materials.
- II. **DENR, Division of Environmental Health** and the **DHHS Division of Public Health** require joint authority for notification and assessment. Hazards to residents, business owners, and government officials from mold, contaminated water, dust, and hazardous chemicals must be identified and mitigated.

- III. Assessment efforts must also be coordinated with volunteer organizations that help with cleanup and repair.
- IV. **DENR** is the lead agency for all disaster response and recovery efforts within the **Environmental RSF**, which include damage and impact assessments as well as assistance programs. The **DENR** disaster recovery coordinator, located in the **Office of the Secretary**, is the key point of contact for all **DENR** issues. All impacted and responding divisions listed in “initial assessments” submit daily reports to the **Disaster Recovery Center (DRC)** for inclusion in the **DENR** Situation Report to the **N.C. State Emergency Response Team (SERT)**

Long-term sustainable redevelopment

Authorization to reoccupy damaged residences, businesses, and government buildings is a key decision in long-term redevelopment.

- I. The cost-effectiveness of reconstruction outside the hazard zone is determined by comparing the monetary value of the disaster with the value of potential future damages for the observed frequency of the disaster. The **Federal Emergency Management Agency (FEMA) hazard mitigation programs**, the **Pre-disaster Mitigation program**, the **Hazard Mitigation Grant program**, and the **Flood Mitigation Assistance program** require applicants to prove their projects are cost beneficial using a **FEMA-supplied benefit/cost analysis computer module**.
- II. The mapping of hazards by a geographic information system (GIS) is a highly cost-effective use of disaster funding. GIS analysis provides local government planners and developers with high quality technical information.
- III. Similar analysis also needs to be conducted for critical infrastructure, including roads, utilities and essential services buildings. NOTE: In many cases, **FEMA** has denied a mitigation project because the level of retrofit (armoring, back-up power sources or elevating facilities) is not justified, based solely on damages avoided.

Initial Assessments

Initial Assessments

Some of the **Environmental Division** duties reside in **DHHS**

- I. **Division of Coastal Management (DENR)**. With transportation support from the **Division of Marine Fisheries** examines beach erosion and inlet (breach) formation or migration as well as recreational beach access.

- II. **Division of Energy, Mineral, and Land Resources (DENR).** Assesses landslide hazards and dam failure or dam breaches.
- III. **Division of Environmental Health (DHHSDEH).** Coordinates an assessment outreach effort for environmental health hazards. For a full list, see the “Follow-on Public Health Assessment” section below.
- IV. **Center for Geographic Information and Analysis (CGIA).** Provides access to geographic information system (GIS) data layers and conducts spatial mapping of disaster impacts for local governments. **Division of Soil and Water (NCDA&CS) Conservation.** Assists local governments in assessing stream debris clearance and stream restoration.
- V. **Division of Waste Management (DENR).** Assesses contamination from hazardous chemicals, underground storage tanks, impacts on retired landfills, and impacts on former industrial sites.
- VI. **Division of Water Quality (DENR).** Assesses impacts to wastewater treatment facilities and infrastructure, sewage spills, oil spills, and overtopping of swine lagoons.

Joint Preliminary Damage Assessment (PDA)

- I. **DENR** participates in state and local joint PDAs. The **NCEM** within the **Department of Public Safety (DPS)** compiles this material into standard worksheets used by the **NCEM Public Assistance (PA) Section**.
- II. The reports are submitted through **NCEM** and included in the governor’s major disaster declaration request.

Follow-on Public Health Assessment

- I. **The Division of Public Health (DHHS)** coordinates a follow-on public health assessment to document the health impacts of the disaster.
- II. The assessment is a joint effort that involves the **DHHS Division of Environmental Health**; the **DHHS Office of Emergency Medical Services** the **DHHS Division of Health Service Regulation** the **DHHS Division of Mental Health, Developmental Disabilities, and Substance Abuse Services**; and the **Federal Uniform Public Health Service** to document the impacts.
- III. Assessment includes extended monitoring of the following:
 - A. Mold abatement

- B. Asbestos removal and abatement
 - C. Contamination from hazardous chemicals
 - D. Contamination from unknown industrial sites
 - E. Continuation of notifications to boil water
 - F. Collection of geographic information system data layers for spatial mapping of the disaster's impacts on public health
- IV. For reference to reports from prior disasters, the **Division of Public Health** has copies of all initial public health assessments collected for each disaster occurring in North Carolina since 2002.

Responsibilities

State Agencies

Department of Environment and Natural Resources (NCDENR)

Serves as the lead stewardship agency for the preservation and protection of North Carolina's natural resources; offers technical assistance to businesses, farmers, local governments, and the public and encourages responsible behavior with respect to the environment.

A. Division of Coastal Management

- a. Works to protect, conserve, and manage North Carolina's coastal resources through an integrated program of planning, permitting, education, and research.
- b. Carries out the State's Coastal Area Management Act, the Dredge and Fill Law, and the federal Coastal Zone Management Act of 1972 using rules and policies of the **N.C. Coastal Resources Commission (CRC)**.
- c. Collects and analyzes data for erosion rates, wetlands conservation, and restoration.
- d. Assesses the impacts of coastal development.
- e. Examines beach erosion and inlet (breach) formation or migration as well as recreational beach access.

B. Division of Water Resources

- a. Protects and enhances North Carolina's surface water and groundwater resources through quality monitoring programs, efficient permitting, responsible management, fair and effective enforcement, and excellence in public service.
- b. Issues pollution control permits, monitors permit compliance, evaluates environmental quality, and carries out enforcement actions for violations of environmental regulations.
- c. Administers the policies and rules established by the state's **Environmental Management Commission**.

Department of Agriculture and Consumer Services (NCDA&CS)

A. Agronomic Services Division

Monitors and advises on damages to crops and nutrient issues resulting from storm damage.

B. Emergency Programs Division (EP)

Coordinates the ESF 11 response using public-private partnerships between vital government agencies, industry, and volunteers. See RSF 9 for more information.

C. Food and Drug Protection Division

Provides oversight, proper handling, storage and disposal of affected foods in the retail, and processing markets following a disaster.

D. North Carolina Forest Service (NCFS)

Uses techniques to protect, manage, and develop the forest resources of the state through management of existing resources, development and creation of new and better forests, and protection of these valuable resources.

- a. Conducts reforestation services, forest fire prevention and suppression, and insect and disease control.
- b. Operates tree seedling nurseries, long range forestry planning and technical development, water quality controls, urban forestry assistance, training, and support to volunteer fire departments and forestry education.

- c. Professional assistance in technical areas is provided by foresters and specialists on the district staff who are responsible for managing all programs administered by the counties within that district.

E. Meat and Poultry Inspection Division

Provides oversight on proper slaughter, handling, and disposal of affected meats and poultry following disasters.

F. Standards Division

Monitors post-event issues with gasoline pumps, LP gas, and price scanners.

G. Structural Pest Control

Monitors post event issues with pesticide manufacturing and storage facilities.

H. Veterinary Division

Advises and regulates the appropriate disposition of animal mortality working with **NC DENR** regulations

Department of Health and Human Services (NCDHHS)

- A. Safeguards life, promotes human health, and protects the environment through the practice of modern environmental health science, the use of technology, rules, public education, and dedication to the public trust.
- B. Provides centralized intern training for newly hired environmental health specialists working for the county health departments, certification for public water supply operators, and general training for staff.
- C. Oversees the authorization of all agents enforcing North Carolina health-related rules.

Wildlife Resources Commission (WRC)

Dedicated to the conservation and management of the state's fish and wildlife resources. Comprised of a number of divisions that will assist communities during an event:

A. Division of Engineering Services

- a. Directs, plans, and manages all engineering related projects for the **WRC**.

- b. Administers Boating Access Construction and Maintenance and Waterway Marking programs.

B. Enforcement Division

Enforces the rules and regulations established by the **WRC** and **General Assembly**. Wildlife enforcement officers are sworn, fulltime law enforcement officers with full arrest authority for state and federal violations. They enforce game, fish, and boating laws to protect the resources of the state and the safety of its citizens.

North Carolina Emergency Management (NCEM)

Prepares, responds, recovers from, and mitigates the effects of disaster events.

- A. Assists the county with the preliminary damage assessment.
- B. Coordinates with and supports the County, as necessary, and acts as a liaison with **FEMA** for federal assistance.
- C. Ensures that individuals and families have access to the full range of state and federal programs made available in the aftermath of a disaster.
- D. Develops and maintains partnerships with state, federal, and volunteer organizations that deliver resources to disaster victims.
- E. Develops and maintains programs, policies, and partnerships to administer human service programs.

Support Agencies & Organizations

Centers for Disease Control (CDC)

- A. Prepare people for emerging health threats. The **CDC** provides guidance on diseases and health related issues. It collects and disseminates data and statistics related to diseases and conditions, emergencies and disasters, environmental health, injury and violence safety, life stages and populations, and traveler's and workplace safety.
- B. The **CDC** engages in a number of valuable activities and programs. Activities and programs include Snap Shots of State Population Data (SNAPS) which provides local-level community profile information nationwide to assist communities in preparedness for all hazards.

- C. Surveillance to include case definitions, illness recognition, and detection as well as planning systems.
- D. Training and Education on risk communications, public health, and clinical training as well as laboratory training; trauma and mental health resources; and healthcare facilities.

U.S. Department of Labor, Occupational Safety and Health Administration (OSHA)

- A. Assists communities following a disaster event with ensuring that workers remain safe during recovery operations.
- B. Provides valuable guidance and information related to a variety of issues that may arise during recovery operations. This includes safety information related to aerial lifts, heat and sun, asbestos hazards, spiders, carbon monoxide, chain saws, chippers, rescue of animals, lead hazards, crane safety, respirators, electrical safety, West Nile Virus, and various other concerns.
- C. **OSHA** also provides Public Service Announcements (PSAs) and training on safety issues that may be present in the community.
- D. Under the *National Response Framework (NRF)*, **OSHA** assists communities with:
 - a. Identifying and assessing worker health and safety hazards;
 - b. Assessing the resources needed to protect workers;
 - c. Providing technical expertise in a variety of safety related issues;
 - d. Managing the creation and implementation of a site-specific health and safety plan (HASP);
 - e. Providing assistance with Personal Protective Equipment (PPE);
 - f. Collecting data on accidents and injuries;
 - g. Coordinating and providing incident-specific response and recovery training; and
 - h. Assisting with the development and distribution of educational materials on preventing and mitigating hazards.

U.S. Department of Transportation (DOT)

Assists state and local governments in a number of capacities during and after a disaster event. **DOT** is the agency responsible for ensuring that the national infrastructure is safe and maintained, and that motor vehicles, parts, rail cars, and other associated equipment comply with performance standards. The agency also engages in the inspection of hazardous materials for compliance with labeling, packing, and transport.

U.S. Environmental Protection Agency (EPA)

Works to develop and enforce environmental regulations enacted by Congress. This includes providing environmental cleanup services after a disaster.

- A. Assists communities with guidance on disaster related debris removal and overall recovery from natural disasters.
- B. Provides funding for environmental education, wetlands protection, and watershed restoration.

U.S. Food and Drug Administration (FDA)

Responsible for ensuring the safety of food.

- A. Activities include:
 - a. Ensuring that foods are wholesome and sanitary;
 - b. Monitoring human and veterinary drugs, human biological products, the safety of medical devices and cosmetics;
 - c. Ensuring electronic products that emit radiation follow the relevant guidance; and
 - d. Ensuring that these products are accurately represented to the public.
- B. **FDA** operates under a mandate authorized by the Federal Food, Drug, and Cosmetic Act. The **FDA** also has authority under the Public Health Service Act to prevent the transmission of communicable diseases.

U.S. Nuclear Regulatory Commission (NRC)

Formulates policies and regulations governing nuclear reactor and materials safety, issues orders to licensees, and adjudicates legal matters brought before it.

- A. **Executive Director for Operations (EDO)** carries out the policies and decisions of the Commission and directs the activities of the program offices. The offices reporting to the **EDO** ensure that the commercial use of nuclear materials in the United States is conducted safely.
- B. Four (4) regional offices conduct inspection, enforcement, and emergency response programs for licensees within their borders.
- C. The Commission also develops emergency preparedness policies, regulations, programs, and guidelines for both currently licensed nuclear reactors and potential new nuclear reactors.
- D. Provides technical expertise regarding emergency preparedness issues and interpretations.
- E. Conducts and directs the **NRC** program for response to incidents.
- F. Is the agency to interface with the **Department of Homeland Security**, **FEMA** and other Federal agencies on issues of emergency preparedness and incident response.

References

- I. NC 166 A.
- II. *North Carolina Disaster Recovery Guide*.
- III. FD&C Act [21 U.S.C. §§ 321 et seq.]
- IV. Section 351 of the Public Health Service Act governing biological products [42 U.S.C. 262].
- V. Public Health Service Act to prevent the transmission of communicable diseases [42 U.S.C. 264].

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APPENDIX 8 TO ANNEX A

NORTH CAROLINA DISASTER RECOVERY FRAMEWORK

HOUSING (RECOVERY SUPPORT FUNCTION)

Tasked Agencies

Primary State Agencies:

North Carolina Emergency Management (NCEM)

North Carolina Department of Commerce (NCDOC), Division of Community Assistance

North Carolina Department of Health and Human Services (NCDHHS)

North Carolina Housing Finance Agency

Support Agencies/Organizations:

Federal Emergency Management Agency (FEMA)

U.S. Small Business Administration (SBA)

U.S. Department of Agriculture (USDA)

U.S. Department of Housing and Urban Development (HUD)

American Red Cross

North Carolina Voluntary Organizations Active in Disaster (NC VOAD)

Southeast North Carolina Voluntary Organizations Active in Disaster

North Carolina Baptist Men

United Methodist Committee on Relief (Methodist Disaster Team)

North Carolina Development Corporation

Habitat for Humanity

North Carolina Home Builders Association (NCHBA)

Functions

Introduction

Purpose

To identify and determine pre-event disaster housing activities as well as establish sheltering, transitional housing, and long-term housing opportunities and activities during each phase of an event. The ultimate objective is to assist disaster survivors in repairing, rebuilding, and returning to their permanent housing as quickly and efficiently as possible after an event.

Scope

Serves to assist disaster survivors with the following:

- I. Restore survivors' homes to a safe, sanitary, and secure position.
- II. Ensure that housing choices meet minimum housing quality standards.
- III. Address the housing needs of individual survivors and families.
- IV. Help guide the process of rebuilding the local housing infrastructure.
- V. Identify and implement hazard mitigation activities and zoning regulations for rebuilding housing structures (e.g., building codes, changes in zoning, floodplain consideration, etc).
- VI. Identify specific housing recovery programs offered at each level of government as well as by private and nonprofit organizations.

Priorities

- I. Identify and establish a community-based **Disaster Housing Task Force**.
- II. Ensure local codes and ordinances allow for temporary housing. This includes temporary housing structures located on individual properties.
- III. Identify sources of temporary housing stock (e.g., hotels, vacant rental units, etc).
- IV. Identify resources to assist with repairing homes as quickly as possible.
- V. Locate rental stock that allows displaced renters to permanently relocate to another unit and provides homeowners housing while repairs to their primary residence are being made.

- VI. Establish locations for temporary mobile home parks as necessary.

Concept of Operations

Pre-Event

- I. Develop Housing Recovery Function Group. It should include representatives from the appropriate state and local agencies identified above.
- II. The Housing Recovery Function Group will be used at the time of a disaster to coordinate the housing portion of recovery and work with the identified agencies to ensure each agency understands its roles and responsibilities related to disaster housing (organizations and agencies that do not have a primary role in disaster housing issues may be able to provide assistance as well).
 - A. Determine which **NC Voluntary Organizations Active in Disasters (NC VOAD)** agencies are located within the State and establish relationships with these agencies. Determine which of these agencies supports housing recovery efforts, their level of capability, and how to engage them at the time of the disaster.
 - B. Establish local programs, funds, and groups that can assist individuals and families with disaster housing issues.
- III. The Housing Recovery Function Group should identify and establish buildings, facilities, and areas that could serve as sites for disaster housing opportunities. In identifying possible locations for disaster housing opportunities, consideration should be given to the unpredictable nature of disaster events. In other words, it is possible that sites identified as potential disaster housing opportunities were damaged by the event.
 - A. Focus on State-owned resources and assets that could be used for disaster housing.
 - B. Develop any contracts or agreements that may be required to establish buildings, facilities and areas as disaster housing locations (particularly when the resource is not State-owned).
 - C. Identify ways that existing housing programs, policies and opportunities can be refocused to address disaster housing needs.

- D. Identify resources that can analyze and evaluate the housing market and market conditions at the time of the disaster to assist in locating available housing stock and assist in relocation of disaster survivors as necessary.
- IV. The Housing Recovery Function Group should identify and incorporate lessons learned from previous events into relevant plans, policies, and procedures related to disaster housing.
- V. The Housing Recovery Function Group should discuss and recommend how disaster housing planning and operations will be funded (e.g., repair, rebuilding, providing temporary and permanent housing, etc.).
- VI. The Housing Recovery Function Group ensures that disaster housing planning, approaches, and policies consider the most vulnerable populations (e.g., elderly, handicapped, non-English speaking, etc.).
- VII. The Housing Recovery Function Group, in coordination with the **Public Information Officer (PIO)**, should identify and provide public information concerning resources and assistance programs that can be utilized during and after an event. They should ensure that residents and property owners review insurance policies, coverage, and other relevant documents prior to the occurrence of an event that requires the activation of disaster housing operations. Provide public information concerning **Federal Emergency Management Agency (FEMA)**, **Small Business Association (SBA)** loans, the **National Flood Insurance Program (NFIP)**, as well as any relevant state-offered and/or nonprofit programs and assistance.

Post-Event

General / Immediate

- I. **North Carolina Emergency Management (NCEM)** activates the Housing Recovery Function Group and relevant county and agency plans.
 - A. Develop a disaster specific housing strategy.
 - B. Seek input and coordinate with agencies and organizations that can assist in disaster housing operations (e.g., lenders, realtors, home owners associations, land and housing developers, etc.).
 - C. Assess the **NC VOAD** organizations and the level of housing assistance they can provide for the disaster which varies based on the number of available volunteers and resources and on their availability through their national organizations.

- D. Coordinate and communicate with **FEMA** and other critical agencies and organizations.

II. Based on the Damage Assessment, the Housing Recovery Function Group assesses and evaluates disaster housing needs and current capabilities.

- A. Evaluate damage assessments and coordinate with **FEMA** to determine the extent of housing needs.
- B. Consider that some assets/capabilities may have been affected by the event.
- C. Consider buildings, facilities, and areas identified as possible disaster housing locations that sustained minimal damage and can be repaired and occupied (reoccupied) quickly. Immediate repairs and re-occupancy should balance the need to provide housing with the importance of considering the safety of the structure/area.
- D. Prioritize disaster housing recovery activities. This can include prioritizing buildings, facilities, and areas that will be repaired first in order to expedite the overall recovery process (e.g., large structures that can house many people, day care centers, or other service providers that can assist in getting people back to work, stadiums, arenas, and other structures that were uninhabited prior to the event and could provide disaster housing, etc.).
- E. Typically, **NC VOAD** will form a long-term recovery committee to assist those who cannot recover on their own. The County should work with the committee to assess the number of cases that they anticipate.

III. The **Emergency Services Department** and the **Building and Inspections Department** should encourage and facilitate (as possible) the immediate repair and re-occupancy of minimally damaged residential homes. This includes building codes, zoning, permitting, re-entry, and other considerations.

- A. Encourage and facilitate the immediate repair of individual residential homes to help those individuals return to their permanent housing and prevent them from seeking disaster housing assistance. In turn, this frees up housing stock for those who require more long-term housing.
- B. Determine which **VOAD** agencies can assist.

IV. Housing Recovery Function Group presents the disaster-specific housing recovery strategy to the Recovery Chief for discussion and approval, as appropriate.

Short-term Disaster Housing – Interim Housing

Interim housing is defined as housing that disaster survivors can occupy in the time between leaving an emergency shelter and returning to their homes (permanent housing).

- I. Based on the Damage Assessment the Housing Recovery Function Group conducts a detailed assessment of interim housing needs and available resources and assets:
 - A. Identify and assess usable housing units (number, locations, capabilities – utilities, security needs, public transportation availability, etc.).
 - B. Identify and assess the number of rental units that may be available for use as interim housing and determine how long they can be used.
 - C. Identify and assess hotels that may be available for use as interim housing.
 - D. Identify and assess mobile homes and mobile home parks.
- II. Possible temporary housing opportunities include:
 - A. Vacation Rental Units including rental homes and beach rentals, hotel rooms, and condos/townhouses/apartments.
 - B. Mobile Homes: **FEMA** utilizes mobile homes as a last resort for disaster housing. When possible, existing mobile home pads are used. If existing mobile home pads are unavailable, **FEMA** follows standard procedures for installing the necessary temporary infrastructure. The temporary infrastructure is removed once disaster housing operations have ceased.
- III. Coordinate with local insurance providers and companies that may be providing/funding temporary housing for their clients. **NCEM** will need to keep insurance providers informed of overall recovery progress as well as disaster housing activities. Insurance providers will also need to gain entry into the affected community as soon as possible to speed the recovery. It is also important to determine what types of funding or assistance the insurance providers are approving. This information will affect the overall disaster housing needs
- IV. Funding Temporary Housing
 - A. Presidential Declaration: During an event resulting in a declaration, there will be a number of different opportunities for disaster housing funding assistance.

- B. During any type of event, whether there is a Presidential Disaster Declaration or not, people with “loss of use” homeowner’s insurance coverage will likely be covered for financing temporary housing.
- C. **FEMA:** All disaster survivors should be encouraged to apply for assistance. **FEMA** provides grants to disaster survivors that can be used to assist with housing, relocation, repair, etc. **FEMA** funding is designed to restore homes only to a safe and sanitary condition; this is the first step that a disaster survivor should take in order to get federal assistance. There are a number of **FEMA**-funded disaster housing programs that can assist disaster survivors with housing. **FEMA** includes **Individual Assistance (IA)** program, including its Individuals and Households Program (IHP), Pre-Disaster Mitigation (PDM) program, Hazard Mitigation (“Buyout”) Grant Program (HMGP), and the Flood Mitigation Assistance (FMA) program.
- D. **SBA:** Provides low interest loans that can be used to cover disaster-related needs including temporary housing.
- E. Non-Presidential Declaration: Funding options and opportunities for disaster housing during an event not resulting in a Presidential Declaration could prove difficult. In these cases, federal assistance may not be available.
- F. The programs highlighted below may also be available during events that result in a Presidential Disaster Declaration.
- G. **American Red Cross:** The local **American Red Cross** Chapter may be able to assist in providing very short-term housing for disaster survivors while they find other resources. Assistance is usually provided on a case-by-case basis.
- H. Volunteer and Nonprofit Organizations: Volunteer organizations such as the **Salvation Army**, the **Southern Baptist Church**, **Habitat for Humanity**, **NC VOAD**, etc., often can provide assistance with relocations and or repairs.
- I. State Offered Programs: The State of North Carolina may offer a number of programs that can assist disaster survivors with housing issues. The **North Carolina Housing Finance Agency (NCHFA)** offers the Urgent Repair Program (URP), Single Family Rehabilitation (SFR), Disaster Rental Assistance and Rental Production Program. The long-term housing programs include Crisis Housing Assistance Funds (CHAF), Multi-family Housing Assistance and Single Family Housing Assistance, State Acquisition and Relocation Funds, and Other Needs Assistance (see A-8-8).
- J. Housing Recovery Function Group, in coordination with the **PIO**, provides the public with information related to temporary disaster housing programs and overall recovery assistance.

- K. Additional information on the federal, state and nonprofit/volunteer organization programs is available in the *North Carolina Disaster Recovery Guide*.

Long-term Disaster Housing

Long-term disaster housing involves assisting residents with returning to their permanent homes as quickly as possible after an event. This includes assisting residents with finding permanent housing opportunities and/or returning their homes to a safe and sanitary condition.

Long-Term Housing in a **Type 3 Disaster Declaration** occurs when the **President of the United States** issues a major disaster declaration and the governor has called a special session of the **General Assembly**. The session establishes programs to meet the unmet needs of individuals or political subdivisions affected by the disaster. This declaration expires 24 months after it is issued unless renewed by the governor or the **General Assembly**.

In the past, some of these programs included the following types of housing assistance:

- A. Crisis Housing Assistance Funds (CHAF)
 - a. CHAF Home Repair and Rehabilitation
 - b. CHAF Home Replacement
- B. State Acquisition and Relocation Funds (SARF)
 - a. SARF for Homeowners Assistance
 - b. SARF for Renters Assistance
- C. Other Needs Assistance
 - a. Grant to Successful **SBA** Home Loan Applicants
 - b. Aid to Local Government

Permanent Housing

- I. Based on the damage assessment, and information provided by **FEMA** and gathered from the **Department of Social Services** and volunteer agencies, the Housing Recovery Function Group determines how many people require assistance with permanent housing. Typically, this count includes low-income individuals and families, certain groups of renters and the homeless.
 - A. Identify and assess usable housing units (number, locations, capabilities – utilities, security needs, public transportation availability, etc.).

- B. Identify and assess the number of rental units that may be available for use as permanent housing.
- C. Identify and assess mobile homes and mobile home parks.
- II. Possible permanent housing opportunities include vacant rental units (rental homes and beach rentals, condos, townhomes and apartments, manufactured housing).
- III. Funding Permanent Housing:
 - A. **Presidential Declaration:** During an event resulting in a Presidential Disaster Declaration, there will be a number of different opportunities for disaster housing funding assistance. The county and individual residents should familiarize themselves with the funding and project eligibility requirements for each of the programs offered.
 - B. **FEMA:** Refer back to *Funding Temporary Housing* on page A-8-6.
 - C. **SBA:** Refer back to *Funding Temporary Housing* on page A-8-6.
 - D. **Department of Housing and Urban Development (HUD):** Provides low income housing options to existing clients affected by a disaster as well as those who qualify as a result of the disaster event. **HUD** offers Community Development Block Grants (CDBG) to assist in disaster recovery.
 - E. Other state and local programs may be available to assist with permanent housing. The **Housing Task Force** should seek funding opportunities for its residents and disseminate information on these opportunities.
 - F. **American Red Cross:** Refer back to *Funding Temporary Housing* on page A-8-6.
 - G. Volunteer and Nonprofit Organizations: Refer back to *Funding Temporary Housing* on page A-8-6.
 - I. State Offered Programs: Refer back to *Funding Temporary Housing* on page A-8-6.
- IV. Housing Recovery Function Group identifies and works with volunteer and community-based organizations that can assist in the rebuilding process, in coordination with the Public Information Officer, and provides the public with information related to permanent disaster housing programs and overall recovery assistance.

- V. Additional information on the federal, state, and nonprofit/volunteer organization programs is available in the *North Carolina Disaster Recovery Guide*.

Responsibilities

State Agencies

North Carolina Emergency Management (NCEM)

Prepares, responds, recovers from, and mitigates the effects of disaster events.

- A. Assists the county with the preliminary damage assessment.
- B. Coordinates with and supports the county, as necessary, and acts as a liaison with **FEMA** for federal assistance.
- C. Ensures that individuals and families have access to the full range of state and federal programs made available in the aftermath of a disaster.
- D. Develops and maintains partnerships with state, federal, and volunteer organizations that deliver resources to disaster survivors.
- E. Develops and maintains programs, policies, and partnerships to administer human service programs.

North Carolina Department of Commerce (NCDOC), Division of Community Assistance

- A. Responds to inquiries from communities with funding provided through **HUD** and the state of North Carolina.
- B. Manages Community Development Block Grants (CDBG) provided by **HUD** to assist in disaster recovery.
- C. Applies for supplemental CDBG funds. One way communities may use CDBG funds is through supplemental appropriation by Congress in response to a natural disaster. CDBG supplemental funds are not guaranteed and are not part of a standing program. Thus, the state must apply for them. A second way CDBG funds can be used for disaster response is through the North Carolina small cities CDBG program. These funds are allocated to the state annually and can be made available for disaster recovery on a priority basis in two ways. First, if communities have open CDBG projects with uncommitted funds and want to address hurricane related activities, they can

ask to amend their open projects. If there are uncommitted small cities CDBG funds in other program categories that have not been awarded to local governments, the **NCDOC** can reallocate them for hurricane efforts through an urgent need award process.

North Carolina Department of Health and Human Services (NCDHHS)

- A. Contributes to several assessment and assistance recovery efforts during and following a disaster.
- B. The **NCDHHS Office of Citizen Services (OCS)**, part of the **Office of the Secretary**, coordinates the activities of the divisions during a disaster. All affected and responding divisions submit daily reports via phone, electronically, and in face-to-face meetings. The **OCS State Emergency Response Team (SERT)** member uses this information to compile necessary reports to the state emergency management human services director, **NCDHHS** secretary, and division directors.
- C. **OCS** serves as the central point of contact for all of the following **NCDHHS** divisions.
- D. **Division of Social Services (DSS)**
 - a. **DSS** is not responsible for making damage assessments, but it provides volunteers (as needed) to participate in disaster recovery assistance centers and to serve on community relations and damage assessment teams, when requested.
 - b. Convenes a communications center in the Albemarle Building in Raleigh to facilitate communications with local departments of social services involved in a disaster.
 - c. Supervises several services that are administered through county departments of social services. Economic benefit programs, particularly applicable in times of disaster recovery, include Work First, Crisis Intervention, and Food Stamps. In addition, child protective services may be required in times of disaster. Other than Food Stamps, the programs operate as usual with no modifications for disaster situations.
- E. **Division of Child Development and Early Education (DCDEE)** (Formerly the Division of Child Development)

Supports child care providers and helps provide safe and healthy child care alternatives for families. The division carries out the following functions:

- a. Assists in coordinating the relocation of children in affected child care settings; assesses providers' needs, including establishing temporary emergency child care; and makes referrals to Family Child Care Home (FCCH) providers (private homes that are registered child care facilities).
- b. Provides assessments by staff members, partner agencies, and child care providers.
- c. Oversees and coordinates the activities of the **DCDEE** management team, disaster function team leaders, and disaster coordinator, under the direction of the **NCDHHS OCS** and the **NCDHHS** secretary.
- d. Activates **DCDEE** disaster function teams to assess and communicate the division's capacity to carry out its roles as affected by the disaster and to make provisions for the continuation of core division functions.
- e. **DCDEE** assessment responsibilities include the following:
 - i. Communicating with partner agencies (e.g., the **Child Care Resource and Referral Council** and local agencies, the **North Carolina Partnership for Children** and local partnerships, and the **NC Head Start Association**) to assess their role and functionality as affected by the disaster.
 - ii. Initiating the assessment of child care providers' damages and needs, with assistance of partner agencies.
 - iii. Relocating children off-site to ensure children are safe while they are in child care.
 - iv. Approving temporary emergency child care arrangements to improve access to child care.
 - v. Activating special licensing policies to reestablish safe child care.
 - vi. Continuing child abuse and neglect investigations involving child care.
 - vii. Using subsidy funds to pay for emergency child care.
 - viii. Implementing other assistance for specific disaster needs.

- ix. Coordinating communication with the North Carolina **DSS** about child care facilities and local social service departments.
- x. Ensuring the assessment of child care facilities that primarily serve children with special medical needs.
- f. Whether **DCDEE** carries out an individual disaster function depends on the specific needs at the time and available resources, both human and financial.
- g. Ongoing efforts may include evaluation of the following:
 - i. Relocation of children to an off-site location.
 - ii. Extension of duration of temporary emergency child care arrangements.
 - iii. Allowing special licensing policies.
 - iv. Continuation of abuse and neglect investigations in child care.
 - v. Using subsidy funds to pay for emergency child care.

North Carolina Housing Finance Agency (NCHFA)

Creates affordable housing opportunities for North Carolinians whose needs are not met by the market.

- A. **NCHFA** does not specifically assess damages, rather, it utilizes information about damage provided by other sources (**NCEM**, local governments, etc.).
- B. Responds to disasters with resources provided by Congress and the NC General Assembly.
- C. **NCHFA** provides, through nonprofits and local governments, grants to homeowners with special medical needs.
- D. Through urgent repair project nonprofits and local governments apply to the **NCHFA** for funding to provide urgent repairs and accessibility modifications to households in their service areas.
- E. Individual households cannot apply to the **NCHFA** directly; they must contact their local government or the nonprofit serving their area to inquire whether those organizations have urgent repair projects, some of which are **NCHFA**-funded.

- F. The **NCHFA**'s current Single Family Rehabilitation (SFR) Program provides up to \$40,000 per unit (with an average of \$25,000 per unit) to rehabilitate owner-occupied housing. This program works through nonprofits and local governments to make forgivable loans to individual households. Nonprofits and local governments apply to **NCHFA** for funding to rehabilitate homes in their service areas. Individual households must contact local governments or nonprofits serving their area to inquire whether those organizations have SFR projects.
- G. **NCHFA** also provides a Disaster Rental Assistance program which is for survivors of natural disasters seeking temporary living quarters. It is a short-term rental assistance program providing funding to individual households to make up the difference between the rent they can afford to pay and the rent necessary for an available rental unit. The Rental Production Program (RPP) provides gap financing for the development or rehabilitation of rental housing affordable to low-income households (earning below 60% of median family income for the area). In the event of a disaster, the **NCHFA** can provide financing for the development or rehabilitation of rental housing, provided **NCHFA** receives an appropriate funding source from **HUD** or the General Assembly and provided it receives quality applications for housing in appropriate areas.
 - a. Assists in coordinating the relocation of children in affected child care settings; assesses providers' needs, including establishing temporary emergency child care; and makes referrals to family child care home (FCCH) providers (private homes that are registered child care facilities).
 - b. Assessments are made by staff members, partner agencies, and child care providers.

Support Agencies/Organizations

Federal Emergency Management Agency (FEMA)

- A. Assists state and local governments with a variety of activities related to emergency management during all phases of an event (Preparedness, Mitigation Response, and Recovery).
- B. Works to reduce the loss of life and property by helping communities prepare for, respond to, and recover from a variety of disasters. **FEMA** has the primary federal responsibility to assess damage in any major disaster.

- C. Administers a myriad of disaster assistance programs offered by the Federal Government, many of which require a disaster declaration by the **President** of the United States (pursuant to the Stafford Act). A Presidential Disaster Declaration provides the most comprehensive federal assistance to an affected area after an event. This declaration includes full FEMA assistance that covers both **PA** and **IA**.

U.S. Small Business Administration (SBA)

The **SBA** provides low interest loans to homeowners, renters, businesses, and private nonprofit organizations to assist with recovery activities following an event. In disasters that are not large enough to justify a Presidential Disaster Declaration, the **SBA** may assess the number of damaged homes and businesses and declare an **SBA** agency disaster. Under an **SBA** declaration, the **SBA** opens one or more **Disaster Recovery Centers (DRCs)** in the declared counties and staffs them with loan officers to assist disaster survivors with their paperwork. The **SBA** can make federally subsidized loans to repair or replace homes, personal property, or businesses that sustained damages not covered by insurance. The **SBA** can provide three types of disaster loans to qualified homeowners and businesses:

- A. Home disaster loans for homeowners and renters to repair or replace disaster related damages to home or personal property.
- B. Business physical disaster loans for business owners to repair or replace disaster-damaged property, including inventory and supplies.
- C. Economic injury disaster loans provide capital to small businesses and to small agricultural cooperatives to assist them through the disaster recovery period. The **SBA** disaster loan program is the primary form of disaster assistance for many individuals.

U.S. Department of Agriculture (USDA)

- A. **Farm Service Agency**

Primary federal agency for most agricultural disaster recovery activities.

- B. **USDA County Emergency Board (CEB)**

Conducts agricultural damage assessments at the county level.

- a. Provides agricultural disaster relief in the form of low interest loans, called emergency (**EM**) loans, which are intended to enable farmers to return to their normal farming operations as soon as possible after a disaster.

- b. Provide programs for crop loss, livestock, farm structures, trees, cropland, waterways, and other needs.

C. **Rural Development**

Agency offers a number of rural housing assistance programs for disaster recovery.

D. **Single Family Housing Assistance**

This program provides loans to construct or repair single family homes in rural designated disaster areas for very low-income applicants.

E. **Disaster Loan/Grant Funding**

The purpose of these loans and grants is to provide assistance for constructing or repairing apartment complexes in rural designated disaster areas for very low-income tenants, as well as farm laborers.

F. **Disaster Rental Assistance**

This program provides rental assistance for survivors of natural disasters seeking temporary living quarters in **USDA Rural Development** financed complexes. **USDA** may make additional funds available after a disaster to provide assistance in covering rental payments in Rural Development housing.

G. **Food and Nutrition Service (FNS)**

- a. Coordinates with state, local and voluntary organizations to provide food for shelters and other mass feeding sites, distribute food packages directly to households in need in limited situations and issue emergency Disaster Supplemental Nutrition Assistance Program (D-SNAP).
- b. Supplies food to disaster relief organizations such as the **Red Cross** and the **Salvation Army** for mass feeding or household distribution as part of the **National Response Framework (NRF)**.
- c. Authorizes states to operate a D-SNAP. State agencies notify **USDA** of the types and quantities of food that relief organizations need for emergency feeding operations.
- d. Makes Food Stamp services available to help those affected by the disaster to purchase food.

U.S. Department of Housing and Urban Development (HUD)

HUD works to help people buy homes, create affordable rental housing, pursue community and economic development and enforce fair housing laws. **HUD** assists local communities in recovering from a disaster by providing Community Development Block Grants (CDBG).

- A. Communities may use CDBG funds is through supplemental appropriation by Congress in response to a natural disaster.
- B. CDBG supplemental funds are not guaranteed and are not part of a standing program, so the state must apply for them. Program activities and design are determined for and specific to each disaster.
- C. CDBG funds can also be used for disaster response through the North Carolina small cities CDBG program. These funds are allocated to the state annually and can be made available for disaster recovery on a priority basis in two ways:
 - a. First, if communities have open CDBG projects with uncommitted funds and want to address hurricane-related activities, they can ask to amend their open projects.
 - b. Second, if there are uncommitted small cities CDBG funds in other program categories that have not been awarded to local governments, the **NCDOC** can reallocate them for hurricane efforts through an urgent need award process.

American Red Cross

An organization guided by the Congressional Charter and Fundamental Principals of the International Red Cross Movement to provide relief to survivors of disasters and help prevent, prepare for, and respond to emergencies. The organization is scalable to respond to events ranging from single family fires in the local community to presidentially declared disasters covering multiple states.

- A. Individual Client Services includes the services provided to disaster clients through a casework process. These activities and services may include direct financial assistance for replacement of essential items, counseling services, health-related services, and reunification or welfare information services.
- B. The functional area of Mass Care provides activities and services on a congregate basis to the community as a whole, such as sheltering, feeding, distributing bulk items, providing information about the availability of services, and making resources available for long term recovery.

- C. Partnership arrangements with other organizations (e.g., **Southern Baptist Convention, Seventh Day Adventist Church**, local restaurants, food distribution centers) provide preparation and distribution of food to disaster survivors and relief workers through fixed sites and mobile feeding.
- D. The **American Red Cross** distributes free basic items such as personal hygiene items, cleaning supplies (e.g., mops, pails, brooms, etc.) or bottled water to disaster survivors.
- E. Depending upon the size and scope of the relief effort, the **American Red Cross** may provide respite centers with a wide range of services to meet the needs of emergency workers responding to the disaster. This site allows them to rest and recuperate while remaining in close proximity to the work location.
- F. Emergency aid stations in convenient locations are direct service sites set up with the goal of taking care of basic emergency needs by providing services and support directly to affected individuals.
- G. Shelters may be in government-supplied facilities or churches, community centers, and/or commercially available buildings as arranged through partnership agreements with the facility. They are an integrated service delivery method jointly staffed by community programs and mental health and health workers.

North Carolina Voluntary Organizations Active in Disaster (NCVOAD)

A collection of more than 20 state volunteer organizations involved in disaster recovery.

- A. Members are not-for-profits that are statewide in scope and purpose and have voluntary memberships and constituencies.
- B. Organizations must have a statewide disaster response program and a policy of committing resources to meet the needs of people affected by disaster without discrimination as to race, creed, gender, or age.

Southeast North Carolina Community Organizations Active in Disaster

A network of state volunteer organizations involved in disaster recovery.

- A. Members are not-for-profits that are statewide in scope and purpose and have voluntary memberships and constituencies.

- B. Organizations must have a statewide disaster response program and a policy of committing resources to meet the needs of people affected by disaster without discrimination as to race, creed, gender, or age.

North Carolina Baptist Men (NCBM)

An auxiliary to the Baptist State Convention of NC that helps individuals/families through its Disaster Relief Ministry.

- A. Assists with hot meals, debris removal, and rebuilding houses following an event.
- B. Provides childcare, laundry services, hot showers, chaplaincy, international search and rescue, mass feeding, and water.
- C. **NCBM Disaster Relief Ministry** provides organization, equipment, and strategy for committed volunteers to help affected individuals/families rebuild their lives and homes.

United Methodist Committee on Relief (UMCOR) (Methodist Disaster Team)

A not-for-profit global humanitarian aid organization of the **United Methodist Church**.

- A. Responds to natural or civil disasters that create interruptions of such magnitude that they overwhelm a community's ability to recover on its own.
- B. Provides long-term recovery as well as immediate relief.
- C. Works within a community to address the long-term effects of a disaster and assists people in rebuilding and adjusting to change.
- D. Provides assistance with training, mentors, case management, volunteers, disaster supplies, and finances.

Habitat for Humanity

Disaster Response partners with low-income families to build decent, affordable homes.

- A. Works to provide long-term solutions to the housing needs of disaster survivors.
- B. Works with the global Habitat community in the areas of disaster mitigation, preparedness, shelter, and long-term recovery initiatives.

- C. Focuses on the housing needs that arise from natural disasters and humanitarian emergency conflicts.
- D. Offers consultation in the areas of technical information; program design and implementation; and disaster response policies, protocols, and procedures. It also provides support and informational resources for disaster mitigation and preparedness for affiliates and national programs located in disaster-prone areas.

North Carolina Home Builders Association (NCHBA)

A dynamic group of builders and associate member firms across the state who pool information and efforts to provide the collective clout and muscle the home building industry needs for self-protection for the benefits of its members and for the protection of home buyers.

- A. By meeting together, sharing ideas, and mobilizing efforts, they contribute to the economic growth of each individual member.
- B. Plays a key role in helping maintain consistently higher industry standards of conduct, quality, and ethics.
- C. Membership helps crystallize collective opinions in order to affect change in Congress, the N.C. General Assembly, the courts, and regulatory agencies.
- D. **Habitat's** Disaster Response offers consultation in the areas of technical information; program design and implementation; and disaster response policies, protocols, and procedures. It also provides support and informational resources for disaster mitigation and preparedness for affiliates and national programs located in disaster-prone areas.

References

- I. NC 166 A.
- II. National Disaster Housing Strategy.
- III. *North Carolina Disaster Recovery Guide.*

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APPENDIX 9 TO ANNEX A

NORTH CAROLINA DISASTER RECOVERY FRAMEWORK

AGRICULTURE (RECOVERY SUPPORT FUNCTION)

Tasked Agencies

Primary State Agencies:

**North Carolina Department of Agriculture and Consumer Services
(NCDA&CS)**

North Carolina State Agricultural Response Team (NC SART)

**North Carolina Department of Environment and Natural Resources
(NCDENR)**

Support Agencies/Organizations:

U.S. Army Corps of Engineers (US ACOE)

U.S. Department of Agriculture (USDA)

Functions

Introduction

Purpose

To identify services that will be provided to assist the agricultural community as they recover from a disaster and determine which agencies will provide those services.

Scope

Activities include coordinating damage assessments of agricultural resources post-disaster and educating the agricultural community on available programs.

Concept of Operations

Pre-Event

Coordinate with state and federal agricultural agencies to provide information and guidance to the public regarding federal programs that may be available in times of disaster.

Post-Event

- I. Coordinate Agricultural Damage Assessment Teams with the **Cooperative Extension**. The initial assessment is to be done within 24 hours. Information gathered will then be placed into a flash report that will be provided to the **State Farm Services Agency**.
- II. Assist the **Emergency Operations Center (EOC)** with identifying and coordinating assistance for agricultural needs within the County.
- III. Provide information from **Cooperative Extension** staff to producers and other citizens on various aspects of crop, livestock, and agricultural operations management affected by disaster. This includes assisting disaster-affected farm owners by providing guidance on assessing damage, as well as working with insurance companies and available state and federal programs. Available programs will be determined based on the type of federal declaration that has been granted. A list of available programs can be found in the *North Carolina Disaster Recovery Guide*.
- IV. In cooperation the **County Animal Response Team**, ensure that deceased animals are disposed of in accordance with the state's animal burial guidelines.
- V. Provide information on available state and federal programs to the **Public Information Officer (PIO)** to be disseminated through media.
- VI. Disseminate information on available state and federal programs through traditional farming cooperatives and organizations.
- VII. Set up **Cooperative Extension Services Offices** to serve as disaster recovery assistance centers to help with registration and application for assistance for agricultural and other needs, including housing and business services.
- VIII. Utilize **Cooperative Extension** Services camp sites for key disaster recovery sites (e.g., shelters, disaster recovery centers, housing and feeding emergency personnel), as needed.

Responsibilities

State Agencies

Department of Agriculture and Consumer Services (NCDA&CS)

A. Emergency Programs Division (EP)

Goal of the **Emergency Programs Division (EP)** of the **North Carolina Department of Agriculture and Consumer Services (NCDACS)** is the reduction of vulnerability to, or the impact from, any disaster affecting the agricultural community of North Carolina.

- a. Provides leadership within the **NCDACS** and the agricultural community for emergency preparedness and response.
- b. Establishes public-private partnerships between vital government agencies, industry, and volunteers.
- c. In collaboration with **the State Animal Response Team (SART)**, **USDA Animal and Plant Health Inspection Service (APHIS)**, **NC Cooperative Extension Service**, and others, evaluates the effect of the disaster on the agricultural animal industry.
- d. Leads the response in providing technical guidance and assistance to producers and the agricultural industry in managing mortality or necessary services to prevent further mortality.
- e. Collaborates with **SART** and other divisions in conducting assessments or coordinating local response.
- f. Under the Farm Structure and Equipment Loss program, provides funds from the state to assist with repair and replacement of damaged and destroyed farm structures and equipment. Financial assistance has been made available in disaster declared counties to farmers who have sustained farm structure and equipment losses.
- g. Provides state funds for crop loss using the **USDA FSA Crop Disaster [Assistance] Program (CDP)** criteria. However, CDP reimburses losses for certain crops only. The NC Crop Loss Assistance program historically has provided assistance for all verified agricultural crops. All agricultural producers with verified agricultural crop loss are eligible.

- h. Provides state funds for grants and loans to compensate commercial fishermen, including trout farmers, for up to 60% of their combined losses. All commercial fishermen, including trout farmers, who incurred equipment losses and reductions in harvests as a direct result of the declared disaster are eligible.

B. Division of Forest Resources (DFR)

Uses techniques to protect, manage, and develop the forest resources of the state through management of existing resources, development and creation of new and better forests, and protection of these valuable resources.

- a. Conducts reforestation services, forest fire prevention, and suppression, and insect and disease control.
- b. Operates tree seedling nurseries, long range forestry planning and technical development, water quality controls, urban forestry assistance, training, and support to volunteer fire departments and forestry education.
- c. Provides professional assistance in technical areas by foresters and specialists on the district staff who are responsible for managing all programs administered by the counties within that district.

C. State Agricultural Response Team (SART)

- a. Assists with the sheltering of displaced pets when their owners' homes are severely damaged or destroyed.
- b. Partners with state and federal agencies to assess the impact of a disaster on animal agriculture and companion animal populations.
- c. Supports State agencies with trained volunteers in disaster response and recovery phases.
- d. Facilitates communications with deployed personnel; enlists help from additional volunteers, agencies, and states as needed; and provides access to specialists on various topics of animal disaster management and recovery with the help of volunteers working on assessment teams.
- e. Implements feed assistance program to include collaboration with other state agencies in hay donations and transportation.

- f. Establishes and staffs shelters for companion animals in collaboration with the **American Red Cross** and other organizations responsible for sheltering humans.
- g. Provides financial and logistical support to **VMAT** and other animal assistance units.
- h. Provides management support for donations of animal feed, cages, medical supplies, and transportation related to disaster response and recovery.
- i. Serves as a nonprofit fiscal agent in support of state-defined animal needs.

Wildlife Resources Commission (WRC)

Dedicated to the conservation and management of the state's fish and wildlife resources, comprised of a number of divisions that will assist communities during an event.

A. Division of Engineering Services

Directs, plans, and manages all engineering related projects for the **WRC**. *Administers Boating Access Construction and Maintenance and Waterway Marking* programs.

B. Enforcement Division

Enforces the rules and regulations established by the **WRC** and **General Assembly**. Wildlife enforcement officers are sworn, fulltime law enforcement officers with full arrest authority for state and federal violations. They enforce game, fish, and boating laws to protect the resources of the state and the safety of its citizens.

Support Agencies/ Organizations

U.S. Army Corps of Engineers (US ACOE)

- A. Assists communities with developing flood mitigation activities and levee inspection and repair.
- B. Engages in floodplain management planning assistance; stream, bank, and shoreline protection and aquatic ecosystem restoration.

- C. Provides technical assistance with assessment of levels of debris following an incident.

U.S. Department of Agriculture (USDA)

A. Farm Service Agency (FSA)

- a. Conducts agricultural damage assessments at the county level using the **USDA County Emergency Board**.
- b. Provides agricultural relief in the form of low interest emergency loans to enable farmers to return to normal farming operations as soon as possible following a disaster.
- c. Establishes local point of contact for the state through **FSA** county offices.
- d. Provides programs for crop loss, livestock, farm structures, trees, cropland, and other needs.

D. Food and Nutrition Service

- a. Coordinates with state, local, and volunteer organizations to provide food for shelters and other mass feeding sites, distribute food packages directly to households in need in limited situations, and issue emergency Disaster Supplemental Nutrition Assistance Program (D-SNAP).
- b. Supplies food to disaster relief organizations such as the **Red Cross** and the **Salvation Army** for mass feeding or household distribution.
- c. Makes Food Stamps services available to help those affected by the disaster to purchase food.

E. Natural Resource Conservation Service

- a. Provides assistance to private landowners in the conservation and enhancement of natural resources to include helping citizens with reducing soil erosion, enhancing water supplies, improving water quality, increasing wildlife habitat, and reducing damages caused by flooding.
- b. Delivers the Emergency Watershed Protection (EWP) program to clear debris and restore waterways after an event.

- c. Engages in wetlands assessment, delineation, restoration training, and outreach and preservation through a variety of different programs.

References

- I. NC 166 A.
- II. *North Carolina Disaster Recovery Guide.*

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APPENDIX 10 TO ANNEX A

NORTH CAROLINA DISASTER RECOVERY FRAMEWORK

CULTURAL RESOURCES (RECOVERY SUPPORT FUNCTION)

Tasked Agencies

Primary State Agencies:

North Carolina Department of Cultural Resources (NC DCR)

North Carolina Department of Administration (NC DOA)

North Carolina Emergency Management (NCEM)

Support Agencies/Organizations:

Advisory Council on Historic Preservation (ACHP)

Federal Emergency Management Agency (FEMA)

American Institute of Conservation (AIC)

Heritage Preservation

Council of State Archivists (NP)

Functions

Introduction

Purpose

Cultural Resources is responsible for advising governmental agencies and citizens on how to account for historic and cultural resources in planning for, responding to, and recovering from natural disasters under state and federal laws. Cultural Resources

assists local, state, and federal government agencies and citizens in preserving public records and historic resources (built, environmental, and archeological).

North Carolina's Department of Cultural Resources (NC DCR) mission is to enrich lives and preserve the state's history. Cultural Resources, through the **Division of Archives and Records**, regulates the preservation and destruction of public records created by state and local agencies, and institutions of higher education in North Carolina. Cultural Resources, through the State Historic Preservation Office, provides technical advice to owners of historic buildings and fulfills regulatory roles under federal (Section 106 of the National Historic Preservation Act) and state (NC GS 121-12(a)) laws to ensure that historic resources are considered in regards to federal and state undertakings.

Scope

Activities include providing specialized knowledge, skills, and procedures required in order to support the needs of historic and cultural resources in accordance with federal (Section 106 of the National Historic Preservation Act) and state (NC General Statutes 121 and 132) laws.

- I. Provides and administer records management services to state government agencies, local government agencies, and state-supported institutions of higher education in North Carolina and the mandate provided for the management of public records.
- II. Provides information to the public and government officials about the location of historic and cultural resources (built and archeological) through Geographic Information Systems (GIS) mapping.
- III. Coordinates and conducts regulatory review and consultation of federal (including FEMA) and other state undertakings that may affect any public record or historic property eligible or included in the National Register of Historic Places.
- IV. Provides advice to public and city officials on the preservation and restoration of historic and cultural resources taking into account best practices.

Concept of Operations

Pre-Event

- I. Publishes records schedules that identify all public records and their disposition.
- II. Publishes policies and procedures for the management and destruction of public and essential records as per General Statutes 121 and 132 (G.S. 121, 132).

- III. Trains state and local personnel on the identification and protection of public and essential records created and maintained by their agencies.
- IV. Provides and maintains lists of supplemental resources and vendors that can assist in emergency preparedness, response, recovery, and mitigation.
- V. Advises and educates on the protection of cultural and historic resources, such as mitigation of flooding in historic sites and buildings.
- VI. Publicizes the existence of historic site location information with GIS mapping software and other tools to help officials, first responders, and the general public identify historic sites during damage assessments.

Post-Event

- I. Assists the **Emergency Operations Center (EOC)** in identifying and coordinating assistance for cultural heritage restoration needs within the county.
- II. Provides guidance on initial assessment of damage to state, local, and other relevant agencies' public and essential records.
- III. Provides guidance for the prioritization of response and recovery for specific cultural/historic sites that may need assistance.
- IV. Provides available state and federal cultural resource recovery program information to be disseminated via media to the **Public Information Officer (PIO)**.
- V. Disseminates information on available state and federal programs through traditional cultural heritage cooperatives and organizations.
- VI. Provides information from the **Division of Archives and Records** to state and local government agencies and the public about damage to and recovery of public records and information.
- VII. Provides information from the **Division of Historical Resources and the State Historic Preservation Office** to local and state agencies regarding the assessment of damage to and restoration of significant historical sites and state-owned properties in partnership with the **Department of Administration**.

Responsibilities

State Agencies

North Carolina Department of Cultural Resources (NC DCR)

The North Carolina Department of Cultural Resources (NC DCR) is the state agency responsible for using the state's cultural resources to build the social, cultural, and economic future of North Carolina. **NC DCR's** mission is to enrich lives and preserve the state's history.

NC DCR contributes to the preservation and restoration of historical and cultural resources by providing advice and assistance to state/local government officials and agencies on efficient preservation and restoration of cultural heritage. **NC DCR** promotes educational programs on NC's historic properties and public/ essential records. **NC DCR's Office of Archives and History** oversees and regulates the management and destruction of essential and public records. The **Division of Archives and Records** may be able to provide assistance to the general public on the preservation and restoration of important documents such as photographs and essential family records. **NC DCR's Division of Historical Resources** provides a mechanism to protect and safeguard NC's historic sites and buildings.

Office of Archives and History

- a. The **Division of Archives and Records** possesses the authority to regulate the management and destruction of public and essential records (GS 132 and 121).
- b. The **Division of Historical Resources** conducts an ongoing statewide historic architectural survey to identify, document, and record properties having historical, architectural, archaeological, or other cultural significance and keeps a **GIS** mapping system of points. Coordinates and approves any project that may affect a historic site/building listed on the **National Register of Historic Places**, pursuant to *Section 106 of the National Historic Preservation Act 1966*, or listed in the National Register, pursuant to *NC G.S. 121-12(a)*.

North Carolina Department of Administration (NC DOA)

Owns properties and buildings throughout the state and is ultimately responsible for their maintenance. In the event that a natural or man-made disaster affects a property or building on **the National Register of Historic Places**, or may be a historic property, **NC DOA** first notifies the **State Historic Preservation Office** which advises and helps

to coordinate appropriate historic treatment through *NC G.S. 121-12(a)*. **The State Historic Preservation Office** provides continual access to **NCDOA** regarding the location of historic buildings and sites through a public **GIS** mapping program and for archaeological sites through a limited access **GIS** mapping system.

North Carolina Emergency Management (NCEM)

Prepares, responds, recovers from, and mitigates the effects of disaster events.

- A. Assists the county with the preliminary damage assessment.
- B. Coordinates with and supports the county, as necessary, and acts as a liaison with the **Federal Emergency Management Agency (FEMA)** for federal assistance.
- C. Ensures that individuals and families have access to the full range of state and federal programs made available in the aftermath of a disaster.
- D. Develops and maintains partnerships with State, federal, and volunteer organizations that deliver resources to disaster victims.
- E. Develops and maintains programs, policies, and partnerships to administer human service programs.

Support Agencies/ Organizations

Advisory Council on Historic Preservation (ACHP)

Promotes the preservation, enhancement, and sustainable use of the nation's diverse historic resources and advises the **President** and **Congress** on national historic preservation policy. **ACHP** adopted the Unified Federal Environmental and Historic Preservation Review Process, an element of the *Sandy Recovery Improvement Act (SRIA)* that allows consultation in regard to the *National Historic Preservation Act, Section 106*.

Federal Emergency Management Agency (FEMA)

- A. **FEMA** assists state and local governments with a variety of activities related to emergency management during all phases of an event (Preparedness, Mitigation, Response, and Recovery). **FEMA** works to reduce the loss of life and property by helping communities prepare for, respond to, and recover from a variety of disasters.

- B. **FEMA** has the primary federal responsibility to assess damage in any major disaster. **FEMA** also administers a myriad of disaster assistance programs offered by the Federal Government, many of which require a disaster declaration by the **President** of the United States (pursuant to the **Stafford Act**). A Presidential Disaster Declaration provides the most comprehensive federal assistance to an affected area after an event. This declaration includes full **FEMA** assistance that covers both **Public Assistance (PA)** and **Individual Assistance (IA)**.
- C. Co-sponsors **Heritage Emergency National Task Force (HENTF)** with **Heritage Preservation** to help institutions and individuals learn how to protect valuables from disasters. **HENTF** offers tools and information to cultural institutions and the general public for preparing for and responding to emergencies that affect important historical and cultural resources. **HENTF** partners with 42 national service organizations and federal agencies, including the **American Institute for Conservation (AIC)**, to protect cultural heritage from the effects of natural disasters or other emergencies and promotes the incorporation of cultural and historic assets into disaster planning and mitigation efforts to create a more effective and coordinated response to emergencies and to better assist the public in recovery.

American Institute for Conservation (AIC)

Consults with **NC DCR** to preserve and restore cultural heritage and historical resources, promoting education opportunities and fostering the exchange of knowledge. **AIC** facilitates the **Collections Emergency Response Team (AIC-CERT)** training, works through the **Foundation of the American Institute for Conservation (FAIC)** with the **Smithsonian Institution** and the **U.S. Committee of the Blue Shield** to help recover cultural and historic artifacts, and assembles guides and information.

Heritage Preservation (HP)

Creates a network of museums, libraries, and individuals with programs for preservation of cultural heritage. The **Alliance for Response (AFR)** project is based upon one day forums aimed at building effective disaster response networks between cultural institutions and emergency workers. NC Networks include **Cultural Resources Emergency Support Team (CREST)**, **Triangle Area Cultural Resources Network (TACREN)**, **Mountain Area Cultural Resources Network (MACREN)**, and the **NC Preservation Consortium**. **HP** also helps run **Connecting to Collections** and the **Conservation Assessment Program (CAP)**. **HP** co-sponsors of **HENTF** with the **Federal Emergency Management Agency (FEMA)**.

Council of State Archivists (CoSA)

Serves as the State Historical Records Coordinators, chairing their respective **State Historical Records Advisory Boards (SHRABs)**, under regulations of the National Historical Publications and Records Commission. **CoSA** works with to the **National Historical Publications and Records Commission (NHPRC)**, the **National Archives (NARA)** and other national organizations to ensure that the nation's documentary heritage is preserved and accessible and communicates archival and records concerns at a national level.

References

- I. National Historic Preservation Act of 1966, as amended, Federal Statute 106.
- II. North Carolina General Statute 121.12 (a).
- III. North Carolina General Statute 132.
- IV. National Register of Historic Places.

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APPENDIX 11 TO ANNEX A

NORTH CAROLINA DISASTER RECOVERY FRAMEWORK

EDUCATION (RECOVERY SUPPORT FUNCTION)

Tasked Agencies

Primary State Agencies:

University of North Carolina System (UNC)

North Carolina Community College System (NCCCS)

North Carolina Independent Colleges and Universities

North Carolina Emergency Management (NCEM)

Support Agencies/Organizations:

North Carolina Department of Public Instruction (DPI)

North Carolina Department of Administration (NCDOA)

North Carolina Association of Independent Schools

Smart Start & the North Carolina Partnership for Children

Functions

Introduction

Purpose

To assist with identifying and addressing the unmet needs of the community in times of recovery. Focusing primarily on how educational institutions and resources can assist the community with recovery from a natural disaster.

Scope

Activities include providing affected communities with available resources to assist with recovery efforts. These resources may include use of educational institutions facilities, personnel, and other resources to assist with recovery.

Concept of Operations

Pre-Event

- I. Identify available resources that educational institutions can offer a community after a natural disaster occurs.
- II. Assist with educating the public on natural disaster preparedness.

Post-Event

- I. Enact disaster plans at educational institutions and restore operations to these institutions in the affected area.
- II. Coordinate with the **Emergency Operations Center (EOC)** to identify resources that educational institutions may be able to provide to assist with recovery efforts.
- III. Assess the needs of survivors and communicate any unmet needs of that population to the **SDRT** and **EOC**.

Responsibilities

State Agencies

University of North Carolina System (UNC)

Campus Safety and Emergency Operations

- a. Provides guidance to **UNC** constituent institutions to prepare and recover from natural disasters.
- b. Serves as a direct liaison between the **UNC** campuses, local, state, federal, and private agencies to enhance strategic planning and mitigation both within the university system and with external agencies to better prepare for natural disasters.

- c. Acts as a liaison between the **UNC** campuses and the **SDRT** to assist with recovery efforts.

North Carolina Community College System (NCCCS)

Executive Division

- a. Acts as a liaison between the **North Carolina Emergency Response Commission** and the **North Carolina Community College System**. The **President's Office** holds a position on the Commission.
- b. Provides guidance to institutions housed under their authority to prepare and recover from emergency events.
- c. Acts as a liaison between the **SDRT** and the **NCCCS** to coordinate recovery efforts.

North Carolina Emergency Management (NCEM)

- A. Prepares, responds, recovers from, and mitigates the effects of disaster events.
- B. Assists the county with the preliminary damage assessment.
- C. Coordinates with and supports the county, as necessary, and acts as a liaison with the **Federal Emergency Management Agency (FEMA)** for federal assistance.
- D. Ensures that individuals and families have access to the full range of state and federal programs made available in the aftermath of a disaster.
- E. Develops and maintains partnerships with state, federal, and volunteer organizations that deliver resources to disaster survivors.
- F. Develops and maintains programs, policies, and partnerships to administer human service programs.

Supporting Agencies

North Carolina Department of Public Instruction (NCDPI)

Safe and Healthy Schools Support (SHSS)

- a. Assists with achieving educational goals, safe environment, and economy of operation and meeting statutory requirements by

providing leadership, strategic direction, professional consultation, technical assistance, and other services as needed.

- b. Relays unmet needs of affected survivors to the **EOC** and **SDRT**.
- c. Assists with coordinating recovery efforts in the affected disaster areas.

North Carolina Independent Colleges and Universities (NCICU)

Collaborative Programs

- a. Coordinates recovery operations between 36 different institutions.
- b. Acts as a liaison between the **SDRT** and institutions within the **NCICU** network to promote recovery efforts in the affected area.

North Carolina Department of Administration (NCDOA)

Division of Non-Public Education

Communicate unmet needs of disaster survivors who attend non-public educational institutions to the **SDRT**.

North Carolina Association of Independent Schools (NCAIS)

- A. Coordinates communications between affiliated schools and the **SDRT**.
- B. Relay unmet needs of **NCAIS** partners and the **SDRT**.
- C. Assists with coordinating recovery efforts in the affected disaster areas.

Smart Start & the North Carolina Partnership for Children

- A. Coordinate with their partner agencies to relay unmet needs to the **SDRT** of natural disaster survivors.
- B. Utilize independent federal and state sourced data to assess child-wellbeing, identifying areas of improvement in quality of child care and education, advancing child health, and promoting early literacy.
- C. Coordinate with the **Division of Social Services, Division of Child Development and Early Education**, and county-level **Partnership for Children** agencies to support continuous child care and education during and after an event.

References

- I. North Carolina Executive Order No. 33.
- II. <http://www.nccommunitycolleges.edu/organization/executive-division>.
- III. http://www.ncicu.org/who_meet_Chuck.html (contact for NCICU).
- IV. <http://www.ncpublicschools.org/safehealthyschools/> (Contact for DPI).
- V. <http://www.ncdnpe.org/Default.aspx> (contact for DOA).

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APPENDIX 12 TO ANNEX A

NORTH CAROLINA DISASTER RECOVERY FRAMEWORK

LONG-TERM COMMUNITY PLANNING, CAPACITY BUILDING AND RESILIENCE (LT-CPCB&R) (RECOVERY SUPPORT FUNCTION)

Tasked Agencies

Primary State Agencies:

North Carolina Emergency Management (NCEM)

Hazard Mitigation Grants

Risk Mitigation Planning

Private Sector Management

Support Agencies/Organizations:

UNC Department of Homeland Security – Coastal Resilience Center of Excellence

NC VOAD

NC Department of Commerce

Functions

Introduction

Purpose

To engage in long-term Community Planning and Capacity Building (CPCB) efforts following a disaster, to include exploring avenues to promote programming to make North Carolina more resilient to future disasters.

Scope

Activities for communities related to promoting long-term recovery, CPCB, and resilience, including hazard mitigation grants, Community Development Block Grant (CDBG and/or CDBG-DR, as appropriate), integration of land-use planning, as well as regional planning efforts. Integration of long-term planning into concurrent and relevant planning activities. Engagement of voluntary agencies as well as the private sector in long-term, resilient recovery on behalf of communities.

Concept of Operations

Pre-Event

- I. Identify current planning capabilities that can be leveraged for long-term recovery
- II. Assist and engage with mitigation and resilience programs that can support long-term recovery efforts

Post-Event

- I. Establish planning processes for long-term recovery leveraging the national CBCP RSF, current planning efforts (i.e. regional Hazard Mitigation Plans), and best practices and land use planning.
- II. Engage with VOAD and the Private Sector to plan for a multi-sector approach to long-term recovery.
- III. Coordinate and plan various long-term resilience efforts including, but not limited to, disaster and non-disaster hazard mitigation grants, CDBG and CDBG-DR, and other resilience efforts and programs.

Responsibilities

State Agencies

North Carolina Emergency Management

HM Grants

- a. Brief out efforts with disaster and non-disaster based Mitigation project efforts in the disaster impact zone, to include Stafford Act Hazard Mitigation Grant Program efforts and priorities.

- b. Convey unmet needs of homeowners and local governments who may not ultimately be eligible for the Mitigation program.

Risk Mitigation Planning

- a. Leverage local, multi-jurisdictional, and regional HM Plan updates, to provide inputs on how local mitigation planning committees can support long-term Recovery, and pertinent Risk and Vulnerability Assessment and Mitigation Action information can support local Recovery Planning.
- b. Provide subject matter expertise on NCEM Planning processes in general, to include EMAP-related planning activities and how these could be leveraged and integrated into CPCB Recovery Planning Processes.

Private Sector Manager

- a. Convene relevant private sector partners to engage with as part of the long-term recovery planning process as well as resilience programming.

Supporting Agencies

University of North Carolina

UNC Department of Homeland Security – Coastal Resilience Center of

Excellence

- a. Bring forth best practices in Recovery Planning and land use planning that has been promulgated nationally and implemented in other areas of the US
- b. Leverage knowledge of Resilience both in a coastal context and beyond to apply to integrated Resilience strategies

NC VOAD

- a. Describe long-term efforts of all VOAD partners in impacted communities.

- b. Convey unmet needs being identified in the field.
- c. Integrate VOAD efforts into CPCB efforts as well as Resilience programming.

NC Department of Commerce

- a. Provide situational awareness on current CDBG and CDBG-DR efforts, and its potential integration into long-term Recovery and resilience programming.
- b. Provide guidance on current resilience-based initiatives from HUD (i.e. national level Resiliency competitions) that could potentially dovetail into long-term Recovery efforts.

References

- I. <http://www.ncdps.gov/Emergency-Management/Disaster-Recovery/Hazard-Mitigation>
- II. <http://www.fema.gov/hazard-mitigation-assistance>
- III. <http://coastalhazardscenter.org/>
- IV. <https://www.hudexchange.info/programs/cdbg-dr/>
- V. <https://www.ncvoad.org/cms/>

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